

# Overview and Scrutiny Board

**5 October 2010**

## Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Tuesday 5 October 2010 at 2.00 p.m.**

The agenda will be:

### **1. General**

#### **(1) Apologies**

#### **(2) Members' Disclosures of Personal and Prejudicial Interests**

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the 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

#### **(3) Minutes of the meeting of the Overview and Scrutiny Board held on 21 July 2010**

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The public reports referred to are available on the Warwickshire Web  
[www.warwickshire.gov.uk/committee-papers](http://www.warwickshire.gov.uk/committee-papers)

The terms of reference for the Board as agreed by Council are attached for the information of members.

## **Part 1 Partnership Matters**

### **2. Proposals for Joint Scrutiny and Overview and Scrutiny Work Programmes in Warwickshire**

Report of the Strategic Director of Customers, Workforce and Governance

This report sets out those proposals for task and finish groups which might benefit from joint scrutiny.

This report also contains information about the overview and scrutiny work programme being undertaken by Warwickshire District and Borough Councils to assist the co-ordination of work programmes.

#### **Recommendation**

That the Overview and Scrutiny Board considers the proposals for joint scrutiny and whether the proposals for joint scrutiny should be incorporated into its overall work programme.

That the Overview and Scrutiny Board comment on whether there are areas of the county work programme and the work programmes of Warwickshire District and Borough Councils which could benefit from joint working.

For further information please contact Jane Pollard, Democratic Services Manager, Tel: 01926 412565 E-mail [janepollard@warwickshire.gov.uk](mailto:janepollard@warwickshire.gov.uk).

## **Part 2 Council Matters**

### **3. Public Question Time**

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Board.

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

To be sure of receiving an answer to an appropriate question, please contact Ann Mawdsley on 01926 418079 or e-mail

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[annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk) 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council staff are aware of the matter on which you wish to speak.

#### **4. Questions to the Portfolio Holders/Portfolio Holders Update**

Up to 30 minutes of the meeting is available for Members of the Committee to put questions to the Portfolio Holders (Councillor Colin Hayfield, Lead Portfolio Holder Customers, Workforce and Partnerships, Peter Butlin, Support Portfolio Holder Workforce and Governance, Councillor Martin Heatley, Lead Portfolio Holder Resources) on any matters relevant to the remit of the Overview and Scrutiny Board and for the Portfolio Holders to update the Board on relevant issues.

#### **5. Treasury Management Monitoring Report 2010/11**

Report of the Strategic Director, Resources

This report sets out the progress of the treasury management process during 2010/11.

##### **Recommendation**

That the Overview and Scrutiny Board consider, comment on and form a view of any additional information they may require for subsequent reports.

For further information please contact Phil Triggs, Group Manager, Tel: 01926 412227 E-mail [philtriggs@warwickshire.gov.uk](mailto:philtriggs@warwickshire.gov.uk).

#### **6. LAA Quarter 1 Performance Report 10/11**

Report of the Assistant Chief Executive

This report presents an analysis of the LAA performance as at Quarter 1 for 2010/11.

##### **Recommendation**

The Board is recommended to: -

- Consider the overall performance for the LAA for Quarter 1
- Identify any appropriate actions needed to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

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For further information please contact Simon Robson, Head of Partnerships, Tel: 01926 412942 E-mail [simonrobson@warwickshire.gov.uk](mailto:simonrobson@warwickshire.gov.uk) or Tricia Morrison, Head of Performance, Tel: 01926 736319 E-mail [triciamorrison@warwickshire.gov.uk](mailto:triciamorrison@warwickshire.gov.uk).

## **7. Update Report – Progress on Property Review**

**Report not received at time of printing – to follow.**

Report of the Strategic Director, Resources

Work is well underway in reviewing the Councils property, to challenge how it is being used and to identify opportunities to use the property in the most efficient ways to meet service needs, and to rationalise where property is deemed surplus. This report provides update on progress and the next steps.

### **Recommendation**

That:

Progress on the review of property be noted.

For further information please contact Steve Smith, Head of Development, Resources Directorate, Tel: 01926 412352 E-mail [stevesmithps@warwickshire.gov.uk](mailto:stevesmithps@warwickshire.gov.uk).

## **8. Work Programme 2010-11**

Report of the Strategic Director Customers, Workforce and Governance

The Board is asked to consider the items it would wish to include in its future work programme.

### **Recommendation**

That the Overview and Scrutiny Board

(1) Considers the draft work programme at Appendix 1 and amends as appropriate.

For further information please contact Jane Pollard, Democratic Services Manager, Tel: 01926 412565 E-mail [janepollard@warwickshire.gov.uk](mailto:janepollard@warwickshire.gov.uk).

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## 9. Proposals for Task and Finish Groups

Report of the Strategic Director Customers, Workforce and Governance

The Board is asked to consider the topics it would wish to commission as task and finish groups and to appoint the Chair and members of those groups.

### Recommendation

That the Overview and Scrutiny Board

- (1) Considers the proposals for task and finish groups
- (2) Decides which groups it wishes to commission and appoints the members and chairs of those groups.

For further information please contact Jane Pollard, Democratic Services Manager, Tel: 01926 412565 E-mail [janepollard@warwickshire.gov.uk](mailto:janepollard@warwickshire.gov.uk).

## 10. Any Other Items

Which the Chair decides are urgent.

## 11. Dates of Future Meetings

The future meetings of the Board are scheduled as follows

**10 November 2010 -2pm**

**12 January 2011 -2pm**

**16 March 2011 -2pm**

Jim Graham  
Chief Executive  
Shire Hall  
Warwick

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## Committee Membership

**Councillors:** Les Caborn, Michael Doody, Peter Fowler, Bernard Kirton, Tim Naylor, Jerry Roodhouse, John Ross, Chris Saint (Chair), Dave Shilton, June Tandy, John Whitehouse, Sonja Wilson.

### **Portfolio Holders:-**

Councillor Colin Hayfield -Customers, Workforce and Partnership

Councillor Peter Butlin – Workforce and Governance

Councillor Martin Heatley - Resources

### **Co-opted members for Partnership matters as follows**

#### **District / Borough Council**

North Warwickshire Borough Council:

Councillor Martin Davis

Nuneaton and Bedworth Borough Council:

Councillor John Haynes

Rugby Borough Council

Councillor Claire Edwards

Stratford-on-Avon District Council

Councillor Sue Main

Warwick District Council:

Councillor Bill Gifford

#### **Warwickshire Police Authority**

Clive Parsons

#### **NHS Warwickshire**

Janet Smith

### **For further information please contact**

Ann Mawdsley, Principal Committee Administrator,

Customers, Workforce and Governance Directorate

Tel. 01926 418079 or e-mail [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk)

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# MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 21 JULY 2010

**Present:**

**Members of the Group:**

**Councillors:** Michael Doody  
Peter Fowler  
Tim Naylor  
Jerry Roodhouse  
John Ross  
Chris Saint (Chair)  
Dave Shilton  
June Tandy  
John Whitehouse  
Sonja Wilson

**Co-opted members**

**For Partnership**

**Matters** Councillor Jeremy Bowden (North Warwickshire Borough Council)  
Councillor Bill Gifford (Warwick District Council)  
Clive Parsons (Warwickshire Police Authority)  
Janet Smith (NHS Warwickshire)  
Councillor Claire Watson (Rugby Borough Council) (replacing  
Councillor Claire Edwards for this meeting)

**Portfolio Holder** Councillor Colin Hayfield

**Officers:** David Carter, Strategic Director Customers, Workforce and  
Governance  
Dave Clarke, Strategic Director of Resources  
Monica Fogarty, Assistant Chief Executive  
Ann Mawdsley, Principal Committee Administrator  
Jane Pollard, Democratic Services Manager

## **1. General**

The Chair welcomed everyone to the first meeting of the Board under the revised Overview and Scrutiny arrangements and in particular Councillor Jeremy Bowden as the new Co-opted Member for Partnership Matters from North Warwickshire Borough Council and Councillor Claire Watson, who was replacing Councillor Claire Edwards (Rugby Borough Council) for this meeting.

### **(1) Election of the Vice Chair**

Councillor Dave Shilton, seconded by Councillor Peter Fowler, proposed that Councillor Michael Doody be appointed Vice Chair of the Committee.

Resolved that Councillor Michael Doody be appointed Vice Chair of the Committee.

**(2) Apologies**

Apologies for absence were received on behalf of Councillors Peter Butlin, Les Caborn, Martin Heatley, Bernard Kirton, Councillor Claire Edwards (Rugby Borough Council) (replaced by Councillor Claire Watson for this meeting), Councillor John Haynes (Nuneaton and Bedworth Borough Council, Councillor Sue Main (Stratford-on-Avon District Council) and Jim Graham

**(3) Members' Disclosures of Personal and Prejudicial Interests**

Councillor Colin Hayfield declared a personal interest as non-executive member of the Warwickshire PCT.

Councillor Tim Naylor declared a personal interest in Item 5 as a member of the Warwickshire LINK Council.

Councillor Jerry Roodhouse declared a personal interest in Item 5 as Chair of the Warwickshire LINK Council.

Councillor Claire Watson declared a personal interest in Item 5 as a member of the Warwickshire LINK Council.

**(4) Terms of Reference**

The Chair noted that the Terms of the Reference for the Board had been approved by the full Council on 29 June 2010.

The following comments were made:

1. The Terms of Reference needed to be changed to reflect the County Councillor membership as 7 Conservatives, 2 Liberal Democrats, 2 Labour and 1 Independent.
2. Assurances were sought that sufficient support would be available to carry out the commissioning of reviews and the appointment of Task and Finish Groups. David Carter noted that arrangements had been agreed with the Performance and Partnerships Unit, to provide additional support to expand the resources available to Overview and Scrutiny, but stresses that there was not a blank cheque.
3. Concern was raised that bi-monthly meetings would restrict the Board in managing what could be an onerous work programme. The Chair responded that the transitional arrangements would have to be managed, including some inherited work, and that a further review could be considered at a later date.
4. Members agreed that there was the potential to look at the resources available through partners (NHS, Police and District/Borough Councils), and that a further option should be added to the template identifying resources from other organisations and Directorates.



5. The identification of the resources needed to carry out a piece of work was welcomed.

The Board noted the Terms of Reference and the comments made.

## **Part 1 – Partnership Matters**

None.

## **Part 2 – Council Matters**

### **2. Public Question Time**

None.

### **3. Questions to the Portfolio Holder/Portfolio Holders Update**

Councillor Colin Hayfield updated Members on Councillor Heatley's illness and the Chair asked that the best wishes of the Board be sent to Councillor Heatley.

In response to questions from the Committee, the following points were noted:

#### Councillor Colin Hayfield

1. Councillor Jerry Roodhouse asked Councillor Hayfield his views on how the Board, with its partner members, could scrutinise the budget in a non-political way, particularly in light of the financial information discussed in the Member seminar on Finance and Performance held earlier in the day.

Councillor Hayfield responded that the key driver for the budget was the Budget Working Group, which had received written officer views and suggestions for each area. He added that he and Councillor Peter Butlin were available to meet with any Member to discuss the budget in an open and inclusive process.

2. Councillor Tim Naylor suggested that in light of the seminar earlier, that a task and finish group be set up to look at financial reporting, particularly in light of the freedom and autonomy being given to Local Government. He added that it was important that Members had a more detailed understanding of the accounts. It was agreed that this would be considered under Item 5 on the Agenda.

3. Councillor Jerry Roodhouse stated that the Terms of Reference for the Audit and Standards committee had also changed to include a greater element of performance auditing and that some issues needed to be directed towards that body of Members. He added that there was a danger that the work programme could be overloaded by budget work.

Councillor Jerry Roodhouse stated that part of the role of the Portfolio Holder was to explore the integration of services such as legal and HR, with partners.

Councillor Hayfield agreed that discussions did need to be had with all partners about shared “back office” functions, but that in some cases this was already taking place.

4. Councillor Bill Gifford asked what the County Council approach was in relation to the old Court House and Shire Hall in Warwick.

Councillor Hayfield replied that there was a Working Group (including himself, the Chair and Councillor Tim Naylor) looking at the management and affordability of these buildings. He added that the architectural value of the building was recognised, and that the County Council were strongly minded to keep the buildings within County Council control and ownership.

The Chair thanked Councillor Hayfield for his responses.

#### **4. & 5. Work Programme and Proposals for Task and Finish Groups**

##### **(a) Items for Future Meetings**

The Chair outlined the different areas of work covered in Item 4 of the Agenda and the progress of reviews currently being undertaken. He added that he had received briefings on the various elements covered, and that he had agreed to a report being brought to the October meeting on the budget scrutiny process.

Dave Clarke commented that consideration needed to be given to the process in terms of budget scrutiny, and that if the historical approach of private Group processes continued, budget scrutiny would continue to be limited (the current Budget Working Group only included Conservative Members). This could include issues such as the cuts that would be required to make the necessary savings over the next four years.

Jane Pollard reported that the Reviews currently being undertaken on Safeguarding, Exclusions, CAMHS and Carers Support would be reporting to the relevant committees in September. Work on Ante-Natal Services for Teenage Parents was continuing. Work had not commenced on the other reviews listed, and it was now for the new bodies to determine their priorities.

Following detailed discussion and guidance from officers, the Board agreed the following potential areas for Task and Finish Groups:

- 
- Public Dialogue on the Budget, including the work already commissioned by the Cabinet on delivering messages to staff, partners and the public.
- Rationalisation of the property estate and the one front door
- Financial management, in the context of the introduction of the new financial systems and the management of substantial budget reductions in ensuring that information and reporting are appropriate for all users of such information.

- ICT contribution to new ways of working, with a greater focus on contributions in terms of transformation and delivering information and services for the future as opposed to delivery teams.
- One front door, including Leaner processes, e-delivery and e-communications, customer access and property
- Effectiveness of Partnerships, including the sub-region, and taking into account the changes to the PSB and the Peer Review undertaken earlier in 2010.
- Shared Services, looking at best practice and lessons to be learnt
- Workforce planning and downsizing, looking at plans of the County Council and partners in terms of downsizing.
- Big Society and the implications for the County Council, partners and the voluntary sector.
- Services for all and how to improve access to services for hard to reach groups.
- Transformation 2013 from a scrutiny perspective and the potential effectiveness.
- Rationalisation of Approach to Performance Management - rationalising performance indicators
- Re-shaping of public services, including the changes to the NHS, Schools and Police and the Reshaping Public Services document, looking at the impact on how the County Council provides services and the potential for shared services.
- Total place systems
- Locality Working and governance arrangements (including the role of Area Committees)

It was agreed that the following areas needed to be fundamental to every review carried out:

- a. how the County Council worked with other organisations or partner agencies; and
- b. value for money

Consideration also needed to be given to the structure of Board meetings, taking in account that all local authorities were facing the same challenges.

Members of the Board were asked to prioritise Task and Finish Groups that needed to commence over the summer, and the following Task and Finish Groups were commissioned:

1. NHS Warwickshire Consultation on urgent care arrangements at the St Cross Hospital, Rugby  
The following Members were nominated: Cllrs Dave Shilton (Chair), Richard Dodd, Helen Walton, Claire Watson, Sally Bragg (Rugby Borough Council) and Jerry Roodhouse (Warwickshire LINKs Council). Janet Smith noted that the consultation dates had been brought forward to start on 23 July and finish on 6 October. The Task and Finish Group would have to report to the Adult Social Care and Health OSC on 16 September to agree a response to the Consultation.

2. Public Service Reform  
The following Members were nominated: Cllrs John Ross (Chair), Peter Fowler and Jerry Roodhouse; Clive Parsons (Police) and Janet Smith (NHS Warwickshire). Jane Pollard undertook to invite further nominations from Members.
3. Public Dialogue on the Budget and Financial Management  
Cllr Tim Naylor was nominated as the Chair and Jane Pollard undertook to invite other Members of the Council to participate. Councillor Naylor indicated that as well as the short term issue about the public dialogue, he also wanted the task and finish group to look at information about what was being spent, the effectiveness of that spending and the outcomes achieved. Further, he wanted to consider how this information was shared with elected members and the public.

The proposed Task and Finish Groups on Delayed Hospital Discharges and Low Level Prevention Services were deferred to the October meeting of the Boards, to allow for all O&S committees to meet and make proposals.

Jane Pollard agreed to prepare a report for the next meeting scoping the suggested topics, including projected resource requirements.

**(b) Minutes of the meeting of the Overview and Scrutiny Board held on 2 June 2010 and the Corporate Services and Community Safety Overview and Scrutiny Committee held on 1 June 2010**

Resolved that the minutes of the meetings of the former Overview and Scrutiny Board held on 2 June 2010 and the Corporate Services and Community Safety Overview and Scrutiny Committee held on 1 June 2010 be noted.

**6. Any Other Items**

A discussion was held regarding the Car Parking Attendants and it was agreed that this was a matter for the Cabinet

**7. Date of Next Meeting**

Noted.

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Chair

The Board rose at 4.10 p.m.

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 05 October 2010

**Report Title** Proposals for Joint Scrutiny and Overview and Scrutiny Work Programmes in Warwickshire

**Summary** This report sets out those proposals for task and finish groups which might benefit from joint scrutiny.  
  
This report also contains information about the overview and scrutiny work programmes being undertaken by Warwickshire District and Borough Councils to assist the co-ordination of work programmes.

**For further information please contact:** Jane Pollard  
Democratic Services  
Manager  
Tel: 01926 412565  
janepollard@warwickshire.gov.uk  
No.

**Would the recommended decision be contrary to the Budget and Policy Framework?**

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members  Cllr Saint, Cllr Doody, Cllr Caborn, Cllr Tandy, Cllr Whitehouse
- Cabinet Member  .....
- Chief Executive  .....
- Legal  Jane Pollard
- Finance  .....
- Other Strategic Directors  .....

- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  Richard Hood - Stratford District Council, Paul Ansell - Rugby Borough Council, Graeme Leach - Warwick District Council, Shirley Round - Nuneaton and Bedworth Borough Council, Emma Humphreys – North Warwickshire Borough Council

**FINAL DECISION YES**

**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

### Overview and Scrutiny Board - 05 October 2010.

#### Proposals for Joint Scrutiny and Warwickshire Overview and Scrutiny Work Programmes

#### Report of the Strategic Director of Customers, Workforce and Governance

##### Recommendation

That the Overview and Scrutiny Board considers the proposals for joint scrutiny and whether the proposals for joint scrutiny should be incorporated into its overall work programme.

That the Overview and Scrutiny Board comment on whether there are areas of the county work programme and the work programmes of Warwickshire District or Borough Councils which could benefit from joint working.

#### 1. Proposals for Joint Scrutiny

1.1. Attached as an Appendix are 3 draft scopes for proposed joint scrutiny reviews i.e. task and finish groups

- Public Service Reform
- Control of Alcohol - Review of Licensing across the County
- Locality Working

1.2 The Board at its meeting on 21 July 2010 commissioned the Public Service Reform task and finish group and appointed the members. However it has yet to confirm the scope of this particular review and confirm the allocation of resources. Locality working was one of the possible topics identified by the Board at its last meeting.

1.3 The proposal concerning the Control of Alcohol has been developed by the Communities Overview and Scrutiny Committee and has not yet been commissioned by the Board. The Communities OSC is suggesting that partners might wish to be engaged in a joint scrutiny exercise in relation to this topic.

1.4 Elsewhere on the agenda is the full list of proposals for task and finish groups. The Board will need to consider these proposals in the context of the

overview and scrutiny overall work programme in deciding which reviews to commission.

## **2. Work Programmes of Warwickshire District/Borough Councils**

- 2.1 One of the roles of the Overview and Scrutiny Board is to liaise with our district/borough council colleagues over our respective overview and scrutiny work programmes. Obviously a key aspect is to share information about each others respective work programmes to enable people to identify where we may be duplicating work our efforts, be able to provide information complementary to the work being undertaken by others or could form the subject of a joint review. District and borough council colleagues have provided information about issues which may form part of their respective work programmes in 2010/11. These are set out in the paragraphs below.
- 2.2 Stratford District Council proposals for task and finish groups include
- Tourism Services for Stratford on Avon District
  - Orbit Housing –services to tenants
  - Promoting Market Towns
- 2.3 Warwick District Council -possible future items for the Committees from September onwards include
- RSLs: Joint commissioning of affordable housing schemes
  - Discretionary Travel Scheme
  - Creation of a volunteering policy
- 2.4 Nuneaton and Bedworth Borough Council future items on the work programme include
- (a) Sheltered Housing
  - (b) Review of Policing in Borough (inc CDRP and Youth Crime)
  - (c) Mental Health Service Provision for Children & Young People
  - (d) End of Life Care
  - (e) Nuneaton & Bedworth Leisure Trust Board (VFM and Provision)
  - (f) Increase Public Participation in Overview and Scrutiny Process
  - (g) Impact of Licensing Act 2003 (might be relevant as a joint review as WCC have it as an item)
  - (h) Joint review on Antenatal and Postnatal Services for Teenage Parents (with WCC and Rugby Borough Council)
- 2.5 North Warwickshire Borough Council has 2 reviews in progress
- a. Play areas
  - b. Recycling



2.6 Rugby Borough Council review work programme includes the following

**(1) Reviews in progress**

- Biodiversity
- Crematorium and Burial Ground Review
- End-to-End Service Reviews and Systems Thinking
- Ken Marriott Leisure Centre
- Public Realm and Works Services Unit
- Joint review on Antenatal and Postnatal Services for Teenage Parents (with WCC and Nuneaton and Bedworth Borough Council)

**(2) Reviews not yet started**

- (a) Anti-social Behaviour
- (b) Dealing with the Public
- (c) Making full use of council buildings as a resource
- (d) Multi-storey flats
- (e) Neighbourhood Councils
- (f) Planning enforcement and co-ordination of agencies
- (g) Procurement
- (h) Town Hall Customer Services Reception
- (i) How to improve cycling provision –possible joint review

DAVID CARTER  
Strategic Director of  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

07 September 2010

Draft Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Public Service Reform</b>
<b>Panel/Working Group etc – Members</b>	Cllr John Ross (Chair) ,Janet Smith - PCT , Clive Parsons - Police Authority, Councillor Roodhouse, Councillor Fowler, Councillor Tooth
<b>Key Officer Contacts</b>	Monica Fogarty (Partnerships), Bob Hooper (Children & Young People), Gill Jowers (Adult Social Care), Paul Maubach (PCT), Rachel Pearce (PCT) Oliver Winters (Police Authority), Andy Parker (Police Service)
<b>Scrutiny Officer Support</b>	Jane Pollard Don Hiatt.
<b>Relevant Portfolio Holder(s)</b>	Cllr Izzi Seccombe; Cllr Bob Stevens; Cllr Heather Timms; Cllr Richard Hobbs:
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all depending on the focus: <ul style="list-style-type: none"> <li>• Raising educational attainment and improving the lives of children, young people and families</li> <li>• Maximising independence for older people and people with disabilities</li> <li>• Developing sustainable places and communities</li> <li>• Protecting the community and making Warwickshire a safer places to live</li> </ul>
<b>Timing Issues</b>	The government agenda is moving at a fast pace. The aim is to make some recommendations to the Overview and Scrutiny Board by January 2011.
<b>Resources</b>	This review is likely to take around 5 months to complete i.e. up to having an agreed final report ready for submission to the Overview and Scrutiny Board. A provisional estimate of scrutiny officer support depending on the actual methodology used by the review is between 240 to 264 hours or 40-44 days (15 days already taken up at time of writing – averaging out at 8 days per month). This assumes a review planning meeting, 3 evidence sessions and follow up meeting to develop conclusions and recommendations. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	The government has issued a number of draft structural reform plans which will change the shape of local public services in Warwickshire. These are to be followed by legislation as appropriate. Alongside these are specific White papers and associated consultations. There is a need for the Council to ensure it understands the implications and the opportunities arising out of the proposed changes to help it better prepare to meet the challenges ahead.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>➤ To assess the future implications and opportunities for public services in Warwickshire arising from the central proposals relating to Schools, Health, Adult Social Care, the Police Authority, and the Police Service.</li> <li>➤ To identify what plans the relevant public service agencies either singly or in partnership have in place to address the proposed changes and what issues require further work or could benefit from a partnership approach, and where proposals for one service may impact on others.</li> <li>➤ To identify if there are barriers to progress and what may be necessary to overcome them and if there areas of duplication or lessons we can learn from each other.</li> <li>➤ To understand the financial cost of the public service to local people and the opportunities within the change programmes to reduce those costs, secure value for money, maintain quality and improve outcomes for local people in Warwickshire.</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <p>The future role and impact on local government, other public agencies, and the community and voluntary sectors in relation to</p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• Health</li> <li>• Adult Social Care</li> <li>• Police Authority</li> <li>• Police Service</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• A clear picture of the future shape of public services in Warwickshire relating to schools, health, adult social care and the police and their future governance arrangements.</li> <li>• Identifies any outstanding issues which need to be addressed to turn the picture into reality</li> <li>• Recommendations which seek to minimise duplication where it exists, encourages partnership working where beneficial and seeks to break down any barriers to progress.</li> <li>• A review which shares lessons learnt and any innovative approaches to common issues faced by the relevant public services</li> <li>• Identifies the costs of support services for public services in Warwickshire and ideally establishes unit costs.</li> <li>• Identifies the opportunities within the change programmes to secure value for money, maintains quality and benefits for the public.</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• A clear vision of the future for relevant public services in Warwickshire shared by partners.</li> <li>• A clear strategy for delivering and communicating the vision</li> <li>• Communication of the vision to the public, staff and other stakeholders</li> <li>• Joint planning and working between partners.</li> <li>• Risks identified and plans in place to address significant risks</li> </ul>

<b>Specify Evidence Sources</b> (Background information and documents to look at)		Draft Structural Reform Plans from Department of Communities and Local Government, Department of Health, Home Office, Schools System. NHS White paper: Liberating the NHS; NHS Consultations – Transparent Outcomes, Commissioning for patients; Local Democratic Legitimacy in Health, Regulating Healthcare providers. Consultation on School Funding 2011-12: Introducing a Pupil Premium. Policing in the 21st century: reconnecting police and the people.	
<b>Specify Witnesses/Experts</b> (Who to see and when)			
<b>Possible Co-Options</b> (Would the review benefit from any co-options e.g. community or voluntary sector representatives?)		None identified	
<b>Specify Site Visits</b> (Where and when)			
<b>Consultation with Stakeholders</b> (Who should we consult?)		Police Authority, Police Service, Primary Care Trust, GPs, Community and Voluntary Sectors, County Council Directorates/Services Children and Young People, Adult Social Care, Partnerships and Performance Unit, Community Safety Partnership.	
<b>Level of Publicity</b> (What level is appropriate and what method should be used?)			
<b>Barriers/Dangers/Risks</b> (Identify any weaknesses or potential pitfalls)		Lose focus/scope too big Miss the obvious Raise expectations to unreasonable levels Sustainability of any new initiatives proposed	
<b>Projected Start Date</b>	27.07.2010	<b>Final Report Deadline</b>	21.12.2010
<b>Meeting Frequency</b>	Monthly	<b>Projected Completion Date</b>	Mid –December 2010
<b>Meetings Dates</b>		27.07.2010; 16.09.2010; 3.11.2010; 30.11.2010; Meetings in December to be confirmed.	
<b>Committee Reporting Date</b>		Overview and Scrutiny Board 12.01.2011	
<b>Cabinet Reporting Date</b>		27.01.2011 or 17.02.2011	
<b>When to Evaluate Impact</b>			
<b>Methods for Tracking and Evaluating</b>			



Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Alcohol Control – Review of Licensing across the County</b>
<b>Panel/Working Group etc – Members</b>	TBA – It is recommended that this is undertaken as a partnership review
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Richard Hobbs, Community Safety
<b>Relevant Corporate/LAA Priorities/Targets</b>	Protecting the community and making Warwickshire a safer place to live NI 15 Most Serious violent crime rate NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and the police NI 120 All age all cause mortality NI 139 Alcohol related hospital admissions
<b>Timing Issues</b>	See section on other work being undertaken.  The review will take approx 3-4 months to complete (up to having an agreed final report ready for submission to Committee).
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	A provisional estimate of scrutiny officer support is between 240 to 264 hours or 40-44 days depending on the actual methodology used by the review. This assumes a review planning meeting, 3 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations and a best practice visit. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	It is widely recognised that excessive alcohol consumption can lead to number of problematic issues, including poor physical and mental health, violent crime, domestic abuse, risky behaviour and accidents, and anti-social behaviour. Nationally, in 2009/10 there were almost one million alcohol related violent crimes. A fifth of all violent incidents took place in or near a pub or club, and almost two-thirds at night or in the evening. There are 6.6 million alcohol related attendances at Accident and Emergency departments per year, costing £645 million. Additionally, 1.2 million ambulance call outs each year are in relation to alcohol related incidents, costing £372 million. Overall, alcohol related crime and disorder is estimated to cost the taxpayer between £8 billion and £13 billion per year.  Licensing policies and practices are essential to ensure the effective control and regulation of alcohol, in order to reduce negative impacts on individuals, communities and public services.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>▪ To review the effectiveness of licensing policies and practices across the County</li> <li>▪ To identify examples of best practice locally and nationally</li> <li>▪ To identify opportunities for partnership working</li> <li>▪ To identify how a common approach can be achieved across the county, particularly in relation to any changes resulting from current Government consultation</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Licensing policy and practice</li> <li>▪ Licensing enforcement</li> <li>▪ Public Houses</li> <li>▪ Retail sales</li> </ul> <p><u>Exclude</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Impact of excessive alcohol consumption – health, crime and disorder etc</li> <li>▪ Services and support to address to excessive alcohol consumption and its associated problems</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Recognisable improvements in the control of alcohol across the County,</li> <li>▪ Recognisable improvements in violent crime, anti-social behaviour and alcohol related hospital admissions.</li> </ul>

<p><b>Other Work Being Undertaken</b>          (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p><u>Nationally</u></p> <p>The Government is currently consulting around proposed changes to the current licensing framework, which seeks to give more power and flexibility to local authorities and the police to address local issues. The consultation period ends on 8<sup>th</sup> September. It would seem sensible to delay the commencement of the review until the outcome of the consultation is known, so that the review can consider how any changes can be implemented in Warwickshire.</p> <p><u>Locally</u></p> <p>Warwickshire Safer Communities Partnership (WSCP) has been discussing licensing policies and practices across the county. A sub-group of WSCP, the Drug and Alcohol Management Group (DAMG) has been tasked with exploring the current position in the County and identifying how licensing activity can be better co-ordinated across the County. The DAMG is expected to report back to WSCP in October. Again it seems sensible to delay the commencement of the review until the WSCP has considered the outcomes of DAMG work.</p> <p>Licensing is a Strategic Aim within the Warwickshire Alcohol Implementation Plan, which includes a number of actions to ensure licensing practices protect young people and effectively address irresponsible premises.</p> <p>Licensing has been suggested as a potential Scrutiny review within Nuneaton and Bedworth BC, following any changes to licensing framework following current government consultation.</p>
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## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Locality Working</b>
<b>Panel/Working Group etc – Members</b>	Partnership Scrutiny
<b>Key Officer Contact</b>	Nick Gower-Johnson
<b>Relevant Portfolio Holder(s)</b>	Cllr Hayfield
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all corporate priorities are engaged
<b>Timing Issues</b>	No particular timing requirements
<b>Type of Review</b>	<p>As well as taking a broad overview across the county say through a couple of roundtables/evidence sessions at county level. This review could look at 2/3 localities based on community forum areas and examine in more detail how public services are developing in those areas and hold local evidence sessions in those areas.</p> <p>We should seek some geographical balance across this sample and also consider looking discretely at issues arising in urban, and rural areas. One of the areas selected should comprise a set of communities affected by multiple issues of disadvantage / deprivation.</p> <p>We should ensure that this review deliberately considers matters from the perspective of communities and citizens rather than the agencies that serve them</p>

<p><b>Resource Estimate</b></p>	<p>This review if commissioned is likely to take somewhere between 3-4 months to complete i.e. up to having an agreed final report ready for submission to committee. This is potentially a complex review and again the level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 252 to 264 hours or 42-44 days depending on the actual methodology used by the review. This assumes a review planning meeting, 4/5 evidence sessions (including sessions in the 2/3 localities), evidence review meeting, meeting to develop conclusions and recommendations, it includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.</p> <p>In planning and scoping the review and in order to ensure efficiencies, we should be very careful not to repeat work recently completed in respect of the Review of Locality Working undertaken by Nick Gower Johnson. The report has been widely distributed for comment and many comments and suggestions have been received, the overwhelming majority of which are constructive and helpful.</p> <p>A comprehensive improvement plan will result from the Review of Locality Working and this work should not be scrutinised or repeated.</p>
<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Work is already underway in relation to the role, operation and effectiveness of community forums and area committees.</p> <p>It is therefore suggested that any scrutiny review should explore locality working in the broader sense in terms of a) Establishing an approach to shaping the delivery of services that are locally relevant &amp; locally sensitive and b) Should focus on ways in which our Locality Working arrangements can and should support communities and citizens to take control of the key issues that affect them and c) Should explore ways in which the costs of resourcing the work can be shared more equitably across the Public and 3<sup>rd</sup> Sectors</p> <ul style="list-style-type: none"> <li>• Localisation is primarily about tailoring services to meet local needs; about improving access to services; engaging and empowering the community to be fully involved in providing solutions and improving confidence. In progressing towards localisation we will need to: <ul style="list-style-type: none"> <li>- identify at which level our services are best delivered;</li> <li>- decide with partners the extent to which they are prepared to be part of a 'coalition' to take this forward;</li> <li>- consider how shifts in power to a local level can be facilitated by councillors and officers and how this impacts on our organisational structures, skills and culture</li> <li>- review how we deliver services with the intention of reducing accommodation numbers through modern flexible and IT developments</li> </ul> </li> </ul>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>• Review the effectiveness of the localities strategy?</li> <li>• Identify factors/barriers that prevent localisation?</li> <li>• What progress has been made to deliver against this vision of localisation?</li> <li>• How is the localisation agenda being developed and driven across directorates and partners and is there consistency?</li> <li>• To what extent are service/transformation developments governed by the localities agenda?</li> <li>• To identify ways in which Locality Working can and should support communities to take greater control</li> <li>• To identify improved arrangements for resourcing locality working collaboratively across the public and 3<sup>rd</sup> Sectors</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Co-ordinated approach to the delivery of services in localities</li> <li>• Service delivery models are appropriate/adapted to take account of the different needs of localities</li> <li>• Recognisable improvements in delivery of services and/or cost effectiveness of services</li> <li>• Improved arrangements for citizens and communities to take greater control over issues affecting their communities</li> </ul>

**Other Work Being Undertaken**

(What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)

**Current activity**

**Operation and effectiveness of community forums and area committees**

- A localities review has been conducted and a final report circulated for comment in advance of it being considered by the Stronger Communities Strategic Partnership Group later this month. Once the recommendations included within the review have been agreed by the Partnership, this will be considered formally by each partner organisation. WCC Cabinet will be considering the recommendations from the review on 14<sup>th</sup> October.
- The review is primarily concerned with the effectiveness of community forums however, there are some recommendations regarding wider localisation considerations. Suggestions are made that consideration should be given to the transfer of some functions from area committee to community forums, but the review has not sought to provide comprehensive proposals regarding the future role of area committees.
- A Scrutiny review proposed in respect of the Big Society – currently in its formative stages
- The Scrutiny Review currently being undertaken in respect of Public Engagement
- Currently, work is being carried out regarding partnership structures and ways of working, and the future role of Area Committees

**Wider locality working**

- The localities review does cover wider considerations regarding neighbourhood management but this is not the primary focus on the report and therefore is not detailed.

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview and Scrutiny Board  
**Date of Committee** 5 October 2010  
**Report Title** Treasury Management Monitoring Report 2010/11

**Summary** This report sets out the progress of the treasury management process during 2010/11.

**For further information please contact:** Phil Triggs  
 Group Manager  
 Tel: 01926 412227  
 philtriggs@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]**  
 No.

- Background papers**
- CIPFA publication "Treasury Management in the Public Services: Code of Practice and Guidance notes for Local Authorities"
  - Treasury Management Strategy 2010/11

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)
- Other Elected Members  Cllr Saint, Cllr Roodhouse, Cllr Tandy
- Cabinet Members  Cllr Heatley, Cllr Wright
- Chief Executive  .....
- Legal  Sarah Duxbury, Janet Purcell
- Finance  Strategic Director, Resources – reporting officer
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....

Police  .....

Other Bodies/Individuals

**FINAL DECISION YES**

**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  .....

5 October 2010

## Treasury Management Monitoring Report

### Report of the Strategic Director, Resources

#### Recommendation

That the Overview and Scrutiny Board consider, comment on and form a view of any additional information they may require for subsequent reports.

## 1 Introduction

- 1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management 2001.
- 1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Monitoring reports regarding treasury management will be an agenda item for the O&S Board throughout the year.
- 1.3 Treasury management in the context of this report is defined as:  
  
"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." (*CIPFA Code of Practice*).

## 2 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis. This cash is invested partly by an external cash manager and partly in house, approximately on a 70/30 basis. Such investments earn investment income.
- 2.2 The Council's investment portfolio at the end of the first four months of 2010/11 to 31 July 2010 was as follows:

**Table 1: Investment Position at 31 July 2010**

	Invested at 31 July 2010
	£m
In-house fixed term deposits	37.7
Santander Bank (instant access call account)	10.0
<b>Total In-house</b>	<b>47.7</b>
Aviva Investors	45.1
<b>Total All Investments</b>	<b>92.8</b>

2.3 The council is currently investing according to a low risk, high quality lending list and is using a policy which is a very restrictive interpretation of the policy approved in the Treasury Management Strategy 2010/11 approved by Cabinet on 25 February 2010. A significant proportion of funds is placed with the UK Government Debt Management Office for a period of up to three months.

2.4 All other counterparties (banks and other institutions to which we lend) have a time limit of one year. Higher minimum ratings for overseas institutions are currently imposed but at this time there are no deposits placed outside the UK.

2.5 Performance of the Council's investments versus the benchmark is:

**Table 2: Investment Performance to 31 July 2010**

	Average Interest rate year to date	Target rate: 7 day LIBID (+10% for the externally managed Aviva portfolio)	Variance
	%	%	%
In house	0.35	0.42	-0.07
Santander call account	0.80	0.42	0.38
<b>Total In house</b>	<b>0.58</b>	<b>0.42</b>	<b>0.16</b>
Aviva Investors	1.34	0.46	0.88
<b>Total All Investments</b>	<b>0.96</b>	<b>0.44</b>	<b>0.52</b>

The London Interbank Bid Rate (**LIBID**) is the rate bid by banks on Eurocurrency deposits (i.e., the rate at which a bank is willing to borrow from other banks).

2.6 The in-house operation under-performed slightly, due to the very cautious investment approach followed by Treasury staff, whereby low risk results in a lower investment return. Investment target rates are set out in the Treasury Management Strategy.



**Table 3: Interest Earned to 31 July 2010**

	Year to date
	£000
In house	64.0
Santander	26.5
<b>Total In house</b>	<b>90.5</b>
Aviva Investors	200.5
<b>Total All Investments</b>	<b>290.5</b>

2.7 The table below details our consultant's view on interest rates. Based on this opinion, the money market will continue to be at current levels until 2011 when rate rises are predicted.

**Table 4: Interest Rate Forecast**

	Dec 2010	Mar 2011	Jun 2011	Sep 2011	Dec 2011	Mar 2012
Interest Rate Forecast	0.50%	0.75%	0.75%	1.00%	1.50%	2.25%

Source: Sector Treasury Services

### 3 Borrowing

3.1 The Treasury Management Outturn Report for 2009/10 gave an overall outstanding Public Works Loans Board (PWLB) borrowing figure of £335.8m at 31 March 2010. Since this time, the Council has taken additional loans from the Public Works Loans Board totalling £20m. The table below details our performance against average rates to 31 July 2010.

**Table 5: PWLB Average Rate versus WCC Loans to Date**

Amount Borrowed	Average Rate
WCC Loans totalling £20m	2.81
PWLB Average Rate to Date (7 year)	3.16
<b>Out/(Under) Performance</b>	<b>0.35</b>

3.2 The Council has out-performed the PWLB average rate to date. It still has a remaining borrowing requirement of around £37m for 2010/11.

### 4 Compliance with Treasury Limits and Prudential Indicators

4.1 During the first quarter of 2010/11, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2010/11 are shown in **Appendix A**.

DAVID CLARKE  
Strategic Director, Resources  
Shire Hall  
Warwick  
August 2010

## Appendix A

PRUDENTIAL INDICATOR (1). AFFORDABILITY PRUDENTIAL INDICATORS	2010/11	2011/12	2012/13	2013/14
	estimate	estimate	estimate	estimate
<b>Capital Expenditure</b>	<b>£'000</b> 140,778	<b>£'000</b> 42,102	<b>£'000</b> 22,532	<b>£'000</b> 22,000
<b>Ratio of financing costs to net revenue stream</b>	% 11.09	% 11.60	% 11.12	% 11.09
<b>Net borrowing requirement</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
brought forward 1 April	335,751	395,019	401,615	404,610
carried forward 31 March	395,019	401,615	404,610	406,924
in year borrowing requirement	59,267	6,597	2,995	2,313
<b>In year Capital Financing Requirement</b>	<b>£'000</b> 31,251	<b>£'000</b> 6,597	<b>£'000</b> 2,995	<b>£'000</b> 2,313
<b>Capital Financing Requirement as at 31 March</b>	<b>£'000</b> 388,927	<b>£'000</b> 395,524	<b>£'000</b> 398,519	<b>£'000</b> 400,832
<b>Affordable Borrowing Limit</b>	£	£	£	£
<b>Position as agreed at February 2008 Council</b> Increase per council tax payer	9.33			
<b>Position as agreed at March 2009 Council</b> Increase per council tax payer	16.10	2.17		
<b>Position as agreed at March 2010 Council</b> Increase per council tax payer	22.46	9.50	-3.44	-5.19
<b>Updated position of Current Capital Programme</b> Increase per council tax payer	14.72	13.51	1.62	-0.37
PRUDENTIAL INDICATOR (2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	2010/11	2011/12	2012/13	2013/14
	approved	estimate	estimate	estimate
<b>Authorised limit for external debt -</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	489,204	481,999	488,596	491,975
other long term liabilities	12,000	12,000	12,000	12,000
<b>TOTAL</b>	<b>501,204</b>	<b>493,999</b>	<b>500,596</b>	<b>503,975</b>
<b>Operational boundary for external debt -</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	407,670	401,665	407,163	409,979
other long term liabilities	10,000	10,000	10,000	10,000
<b>TOTAL</b>	<b>417,670</b>	<b>411,665</b>	<b>417,163</b>	<b>419,979</b>
<b>Upper limit for fixed interest rate exposure</b>				
Net principal re fixed rate borrowing / investments	100%	100%	100%	100%
<b>Upper limit for variable rate exposure</b>				
Net principal re variable rate borrowing / investments	25%	25%	25%	25%
<b>Upper limit for total principal sums invested for over 364 days</b> (per maturity date)	£ £0	£ £0	£ £0	£ £0
<b>Maturity structure of new fixed rate borrowing during 2009/10</b>	upper limit	lower limit		
under 12 months	20%	0%		
12 months and within 24 months	20%	0%		
24 months and within 5 years	60%	0%		
5 years and within 10 years	100%	0%		
10 years and above	100%	0%		

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview & Scrutiny Board  
**Date of Committee** 5<sup>th</sup> October 2010  
**Report Title** LAA Quarter 1 Performance Report 10/11

**Summary** This report presents an analysis of the LAA performance as at Quarter 1 for 2010/11

**For further information please contact:**  
 Simon Robson Head of Partnerships  
 Tel: 01926 412942  
 simonrobson@warwickshire.gov.uk  
 Tricia Morrison Head of Performance  
 Tel: 01926 736319  
 triciamorrison@warwickshire.gov.uk

**Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]**  
 No

**Background papers**

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees
- Local Member(s)  Cllr Saint
- Other Elected Members
- Cabinet Member Cllr Farnell, Cllr Hayfield
- Chief Executive
- Legal Sarah Duxbury
- Finance  Virginia Rennie
- Other Chief Officers Monica Fogarty
- District Councils
- Health Authority
- Police

Other Bodies/Individuals  Michelle McHugh

***FINAL DECISION***

***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

### Overview & Scrutiny Board – 5<sup>th</sup> October 2010

#### Quarter 1 – Local Area Agreement Performance Report 2010 / 11

#### Report of the Assistant Chief Executive

##### **Recommendation**

The Board is recommended to: -

- Consider the overall performance for the LAA for Quarter 1
- Identify any appropriate actions needed to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

#### **1.0 Background**

- 1.1 The purpose of this report is to inform the Board of the performance of the LAA Quarter 1. Historically, and prior to the recent changes to Scrutiny arrangements this report would have been considered by the Corporate Services Overview and Scrutiny Committee. Under the remit of the new Overview and Scrutiny Board this report will be considered quarterly given the relevance to both partnership and performance matters.
- 1.2 It should also be noted that policy changes emerging from the new Coalition Government indicate that the future of Local Area Agreements (LAAs) is in doubt. On the 10<sup>th</sup> August Communities and Local Government (CLG) announced the abolition of the Place Survey. 18 National Indicators are informed through the place survey of which 5 are included in Warwickshire's LAA. This coupled with the deletion of indicators associated with the Ofsted Tell Us survey has created considerable uncertainty about the future viability of the LAA and the future direction and shape of partnership working.
- 1.3 Officers will keep this Committee informed as and when changes arise and of any consequential action needed. In the meantime it is considered sensible to sustain the performance management reporting arrangements around the existing LAA.
- 1.4 Performance data is submitted from each LAA Block on a quarterly basis. Areas highlighted in this report are areas where performance falls below target (with improvement activities to address the under performance) and areas of over-performance.
- 1.5 From Quarter 2, where possible, data will be disaggregated to show how each district and borough area performance impacts on the county figure on an indicator by indicator basis. For some indicators, this won't be possible, as





there will only be a county-wide total. The Warwickshire Hub performance management system will be utilised to perform this calculation.

## 2.0 Overall Performance Summary for Quarter 1

2.1 At the beginning of Year 3 of the LAA the position is as outlined in the table below is thus:

- 10% of indicators are forecast to fall below target
- 67% of indicators are forecast to meet target
- 2% of indicators are forecast to exceed target within 10%.
- 21% of indicators are forecast to exceed target by more than 10%.

**Table 1: LAA Summary Analysis for Quarter 1**

Quarter 1 Analysis						
LAA Block	Total number of indicators	Total reported for Year End	Missed target	Met Target	Exceeded target (within 10%)	Exceeded target (more than 10%)
						
CYP	22	20 91%	6 30%	12 60%	-	2 10%
HCOP	17	16 94%	-	14 88%	-	2 12%
Safer and Stronger	12	7 58%	-	1 14%	-	6 86%
Sustainable Development	23	14 61%	-	11 79%	1 7%	2 14%
<b>Total</b>	<b>74</b>	<b>57</b> <b>77%</b>	<b>6</b> <b>10%</b>	<b>38</b> <b>67%</b>	<b>1</b> <b>2%</b>	<b>12</b> <b>21%</b>

2.2 Unlike previous years, where there have been six blocks, the changes in the governance arrangements for the LAA have meant there are now four blocks (safer and stronger communities having merged the economic development and enterprise block and the climate change and environment block becoming sustainable development). Therefore it is not possible to compare the block by block analysis for quarter 1 performance with year end.

2.3 Overall, performance trend can be compared with quarter 1 of 2009/10 as shown in the analysis below. Please note: the exceeding target by more than 10% status alert was introduced part way through last year, so the analysis below will only show those indicators which were on or within 10% of target.

- 39 indicators are on or within 10% of target, compared to 42 last year

- The number of indicators which missed target is the same as for the same time last year (6)
- 57 indicators have been reported for quarter 1 this year compared to 48 for the same time last year

### **3.0 Performance by Exception – Summary of Overall Performance**

3.1 The only indicators forecast to fall below target fall within the Children and Young People block and are listed below:

#### **Children and Young People (6)**

- Emotional Health of Children (NI050)
- Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (%) (NI092)
- Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (%) (NI102i)
- Young people's participation in positive activities (%) (NI110)
- Under 18 conception rate (compared with the 1998 baseline) (%) (Ni112)
- 16 to 18 year olds who are not in education, training or employment 'NEET' (%) (NI117)

3.2 The indicators forecast to exceed target by more than 10% are;

#### **Children and Young People (2)**

- Percentage of Children who have experienced bullying (NI069)
- First time entrants to the Youth Justice System aged 10-17 (NI111)

#### **Healthier Communities & Older People Block (2)**

- Improve emotional health in the workplace - Training Managers (Li402b)
- Improve emotional health in the workplace – Awareness (Li402c)

#### **Sustainable Development (2)**

- % Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication) - Gap between North of County and County average (Li163a)
- % Working age population qualified to at least Level 4 or higher - Gap between Warwickshire and the South East (Li165a)

#### **Safer and Stronger (6)**

- Serious violent crime rate - to include Domestic Violence (Number of offences) (Li015a)
- Serious acquisitive crime (Number) (Li016a)
- People killed or seriously injured in road traffic accidents - Number of casualties (Li047a)
- Serious violent crime rate, including Domestic Violence (per 1,000) (NI015)



- Serious acquisitive crime - Offences (per 1,000) (NI016)
- People killed or seriously injured in road traffic accidents (percentage change on 3 year rolling average) (NI047)

3.3 An integrated exception report and improvement plan in Appendix 2 holds the detail on both over and underperformance, including remedial action and examples of good practice where appropriate.

## **4.0 Ongoing Improvement and Next Steps**

4.1 As referred to in paragraph 1.4 above, national developments have meant that there is considerable change and resulting uncertainty affecting partnership working and the LAA in particular.

4.2 Work is underway to renew the purpose and direction of the Public Service Board in response to outcomes of the Partnership Peer Review and the changing partnership landscape.

4.3 What is certain is that a multi-agency approach is required to address the challenges ahead and all partners are committed to working together to identify solutions that build upon the history of partnership working in Warwickshire. It is hoped that many of these issues will be identified during the work of the Public Sector Reform Task and Finish group which commences in September 2010.

## **5.0. Recommendations**

The Board is recommended to: -

- Consider the overall performance for LAA indicators for Quarter 1
- Consider actions to address areas for improvement
- Identify any issues for further consideration by the Overview and Scrutiny Board.

Monica Fogarty  
Assistant Chief Executive

August 2010

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview and Scrutiny Board

**Date of Committee** 5th October 2010

**Report Title** Update Report – Progress on Property Review

**Summary** Work is well underway in reviewing the Councils property, to challenge how it is being used and to identify opportunities to use the property in the most efficient ways to meet service needs, and to rationalise where property is deemed surplus. This report provides update on progress and the next steps.

**For further information please contact:** Steve Smith  
Head of Development  
Resources Directorate  
Tel: 01926 412352

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

**Background papers**

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)
- Other Elected Members  Cllr Tandy and Cllr Roodhouse  
*For information*
- Cabinet Member  Cllr Hayfield  
*(in Cllr Heatley's absence)*  
*For information*
- Chief Executive  .....
- Legal  .....
- Finance  .....
- Other Chief Officers  .....

District Councils  .....

Health Authority  .....

Police  .....

Other Bodies/Individuals  .....

**FINAL DECISION YES**

**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

### Overview and Scrutiny Board – 5th October 2010

#### Update Report – Progress on Property Review

#### Report of the Strategic Director, Resources

##### Recommendation

That the progress on the review of property be noted.

### 1.0 Background

- 1.1 The effective utilisation of our property asset base is a key challenge for the organisation and one that has a significant profile amongst Members. As the Council faces a tough economic environment with predicted reductions in government funding and spending putting significant pressure on balancing the Council's budget, the effective use of the Council's property and its rationalisation will make an important contribution to the Council's savings plans for the next 3 years and beyond.
- 1.2 Property review and property rationalisation should not be seen as isolated pieces of work. This is part of a major change programme to the way the Council works, and is an important component in supporting the activities that will transform the Council's services and how they will be delivered over the next few years.
- 1.3 The approach therefore needs to be a combined effort to pull together the savings required to be delivered by the delivery of an holistic one front door (OFD) approach to service delivery into the future with a clear focus on delivering savings from reducing our property portfolio; from amending our methods of customer interaction to a more cost effective basis; from implementing revised HR arrangements that allow further efficiencies to be delivered particularly in relation to achieving a remodelled workforce where modern and flexible working is embedded as a core behaviour; and by maximising the efficiencies available to the Council from new technological solutions particularly in IT.
- 1.4 The connectivity, linkages and dependencies between the support services means that a joint effort is required in ensuring successful delivery. Whilst the service's will be able to facilitate solutions there is however a fundamental need to ensure that the links to service deliverables and business priorities is made as the functions delivered by these Resources and Customer,

Workforce and Governance services are truly there to support the efficient and effective delivery of frontline services to the citizens of Warwickshire.

## 2.0 Context

2.1 The concept of Property Review is not a new and recent phenomenon. In 2007 the Head of Property instigated a new programme of Area Property Reviews, the purpose of which is to:

- Optimise utilisation of assets in terms of service benefits and financial return
- Identify property for additional service provision
- Promote the shared use of assets with partners
- Replace existing poorly performing assets with new purpose built, efficient, sustainable facilities
- Improve customer access
- Exploit the potential of e-government
- Reduce overall operational costs
- Release assets from their current use, either for an alternative use by the council, for letting to obtain a rental income, and/or disposal to obtain capital receipts
- Reduce maintenance backlog by disposing of assets in a poor state of repair, and possibly use some of the receipts to address maintenance issues with the retained assets
- Identify the potential for the transfer of an asset to the community

These property reviews have continued as we work geographically around the county and are due to complete with the Wellesbourne review in November 2010.

2.2 In May 2008 Cabinet adopted the new Corporate Property Strategy 2008 – 2018 which sets out a clear direction for the council's property, describing the policy areas, activities and actions needed to get there. The strategy clearly describes asset review as a key component to drive change in our organisation.

2.3 In 2009, the Public Service Board (PSB) commissioned an initiative for public sector organisations to review property across Warwickshire, to map and take into consideration all public land, to take into account customer insight data, locality profiles, sub-regional work, and to agree on opportunities that deliver the concept of One Front Door, ensure rationalisation and release of property, and the adoption of modern and flexible ways of working.

2.4 In March 2010, SDLT considered a report on Asset Challenge which was describing in greater detail the approach taken to date to challenge the organisation's use of its property asset base, to agree the priority areas for focus during 2010/11 which will be included within the Corporate Property Strategy Action Plan for 2010/11, and to agree the principle of engagement with consultants to further consider the opportunities available so as to deliver greater outcomes from our property asset base.

## 3.0 Progress

- 3.1 As an outcome of the Asset Challenge report, directorates were instructed to produce clear plans on their property needs for the short, medium and long term. As a way of doing this, each directorate has produced a Directorate Asset Management Plan (DAMP) which describes the directorate functions and the types of property it occupies, and then describes specific service developments and how this might impact on property needs. The impacts are categorised over the short, medium and long term.
- 3.2 Each of the DAMP's have been analysed by the Strategic Asset Management Group in Resources, and from that analysis specific pieces of work have begun by working with directorates to review their property needs in light of their service reviews and proposed change programmes. Some of this work is about exploring the opportunities and savings that could be made, and is therefore about option appraisal and feasibility ahead of and subject to Cabinet approval.
- 3.3 By way of capturing all this activity under the heading of Property Rationalisation, a programme of projects and feasibility work has been produced, and these are at various stages of development, with varying degrees of progress. Some of this work is specific to directorate and service need, some work is taking a Council wide approach, and some work spans across our public sector partners.
- 3.4 The programme of projects comprises some elements that are advanced to the point of a high degree of certainty whilst others are at their early stages, and others are yet to be committed:
- Rationalisation of ALL office accommodation, both across the Council and with partners,
  - Review of public facing property to rationalise the number of “front doors” and reception facilities, both across the Council and with partners
  - Review of all unused and underutilised pieces of land
  - Opportunities to transfer property to the community and voluntary sector
  - Review of all leases, and whether we are getting any operational benefit
  - Options for providing accommodation for elderly people and Extracare housing
  - Review accommodation needs for the use of the councils vehicle fleet
  - Review the options for providing accommodation for social education centres and day care centres
  - Review of the accommodation needs for the Youth Service
  - Opportunities for schools to become hub schools with co-located community facilities
  - Review options for the accommodation needs for Pupil Referral Units (PRU's)

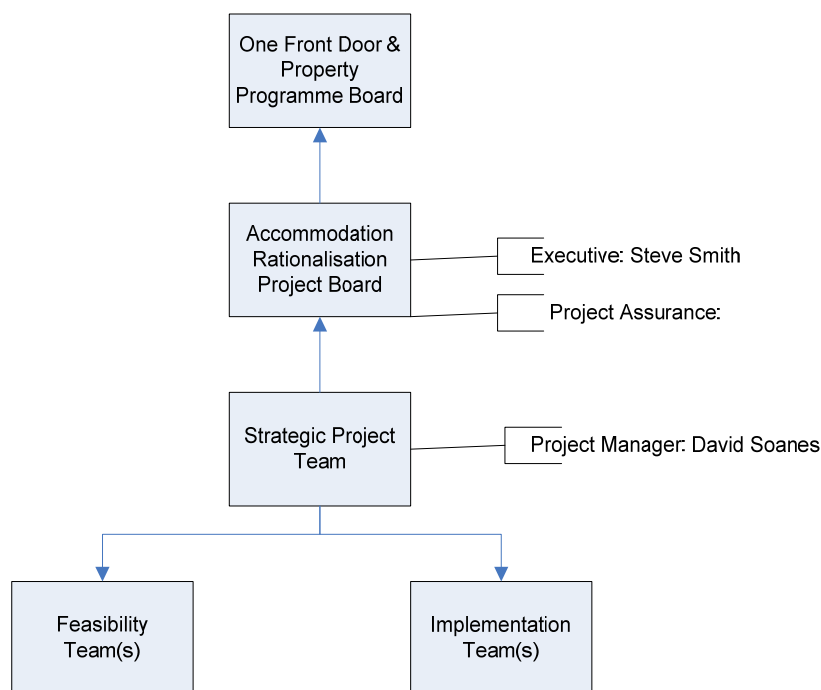
- Review of the options for the delivery of the library service and registrars, and opportunities for libraries to have additional services concentrated within them
  - Review of the options for accommodation needs for the Heritage and Culture service
  - Review of the opportunities from the smallholding estate e.g. affordable housing
- 3.5 It must be understood that the programme is a set of proposals for property rationalisation. The scale and pace of rationalisation and the savings that can be realised from rationalisation is going to be influenced by, amongst others, the Comprehensive Spending Review later in October. Ultimately the rationalisation programme is subject to Cabinet approval and ratification. There are significant decisions to take on the future of services and how they are delivered and the impact on property that this will have, so it should be recognised therefore that the programme is a constantly changing picture.

## **4.0 Project Governance**

- 4.1 Property rationalisation has evolved into a project which essentially addresses changing the way we work on the ground. It is important that property rationalisation is seen in this broad but fundamental way because it is so dependent on our adoption of modern and flexible working, use of technology, the management of our information and records, delivery of services through one front door, partnership working, locality based service delivery, direct delivery versus commissioning, the integration of resources functions, budgeting and where budgets are held and controlled, the location and deployment of those functions that are not customer facing, our relationships with schools and academies, our approach to economic growth and sustainability of communities and narrowing the gaps.
- 4.2 Therefore the property rationalisation project has a project management structure reporting to the One Front Door and Property Programme Board on which the chair is the Leader of the Council, supported by the portfolio holder for Resources, Customers, Workforce and Governance, and Children Young People and Families. A project initiation document (PID) is being prepared, and PRINCE 2 methodology is adopted. The structure of the governance is taking shape, and whilst not at an agreed stage, it is likely to reflect the components described in Figure 1 below.
- 4.3 The project will form one of the workstreams from the One Front Door and Property Programme Board, of which the Head of Development Steve Smith is a member. For the Property Rationalisation Project, a project Board will comprise the portfolio holder for Resources, the Head of Development as the Project Executive, and the Group Manager for Strategic Asset Management, as the Project Manager, with other officer members in support described in the table in Figure 1 below.

- 4.4 The Project will have a core ‘Strategic’ team, led by the Project Manager. Separate Feasibility Teams and Implementation Teams will be appointed with appropriate membership, for each property or groups of properties identified for change and rationalisation by the Strategic team. The Head of Development will be responsible for handling conflict resolution which may arise from rationalisation plans. If agreement cannot be reached at Project Board level, there are opportunities to escalate to the Programme Board.

Figure 1: Reporting Structure



Suggested officer membership of Property Rationalisation Project Board:

Senior Supplier	ICT
Senior Supplier	Strategic Asset Management and Estates
Senior User	Head of Customer Service and Access
Senior User	Head of the CYPF Development Programme
Senior User	Head of Sustainable Communities and Economic Development
Senior User	Representation from Adult Social Care & Health Transformation project
Project Assurance	To be agreed with the Head of Corporate Finance, and could be a member of Audit and Risk Management

- 4.5 It is likely that there will be new construction and refurbishment work, property disposals, and significant changes to the way property is managed and operated. Therefore other officers from the Design and Construction and Facilities Management teams will be brought in to deliver the projects and



provide progress and project management reports to the Project Board, in line with the corporate arrangements, and best practice for project management.

DAVID CLARKE  
Strategic Director, Resources

Shire Hall  
Warwick

24th September 2010

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 5<sup>th</sup> October 2010

**Report Title** Work Programme 2010-11

**Summary** The Board is asked to consider the items it would wish to include in its future work programme.

**For further information please contact:** Jane Pollard  
Democratic Services  
Manager  
Tel: 01926 412565  
janepollard@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  Councillors Chris Saint, Les Caborn, Mike Doody, June Tandy, John Whitehouse
- Cabinet Member  For information Councillors: Colin Hayfield, Peter Butlin, Martin Heatley
- Chief Executive  .....
- Legal  Jane Pollard
- Finance  .....
- Other Strategic Directors  David Clarke, Strategic Director of Resources, Monica Fogarty Assistant Chief Executive
- District Councils  .....
- Health Authority  .....

Police  .....

Other Bodies/Individuals

**FINAL DECISION YES**

**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

### Overview and Scrutiny Board - 10th November 2010.

#### Work Programme 2010-11

#### Report of the Strategic Director Customers, Workforce and Governance

##### Recommendation

That the Overview and Scrutiny Board

(1) Considers the draft work programme at Appendix 1 and amends as appropriate.

#### 1. Draft Work Programme

Following discussion with the Chair and the party spokespersons a draft work programme for the Board is attached for consideration - see Appendix 1. Proposals for task and finish groups are dealt with elsewhere on the agenda.

#### 2. Forward Plan Items

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

#### Cabinet 18/11/2010

##### **Disposal of land at Ufton Fields and Stockton Nature reserves**

Proposed disposal of land comprising two nature reserves in the parishes of Ufton and Stockton to Warwickshire Wildlife Trust for a nominal consideration.

##### **Business Case for Warwickshire Direct**

This report sets out a business proposal and funding arrangements for Warwickshire County Council's participation with Warwick District Council in a joint One Stop Shop in the Royal Pump Rooms, Leamington Spa

##### **Capital Programme Variations**

Variations to the capital programme and capital review go to Cabinet or appropriate meeting of Council as and when variations to the capital programme are required. This is a standard entry for each meeting.

## **Cabinet 18/11/2010**

### **Projected Revenue Outturn Quarter 2**

The report summarises the projected revenue outturn. It highlights the main reasons for any variations from the approved budget for each service and the projected reserves position at the year-end.

### **Projected Savings Plan Outturn Quarter 2**

To inform members of the progress on the delivery of the 2010/11 savings plan. Review and comment on performance against the 2010/11 Savings Plan.

### **Sub-regional Procurement Strategy**

In developing the sub regional shared service for procurement, a joint procurement strategy covering the next 5 years has been produced. This report seeks formal elected member endorsement of the sub regional joint procurement strategy.

## **Cabinet 16/12/2010**

### **Corporate Governance Audit Results**

Results of the 2009/10 corporate governance audit

### **Projected Revenue Outturn Quarter 3**

### **Projected Savings Plan Outturn Quarter 3**

## **Cabinet 17/03/2011**

### **Service Estimates**

This report seeks Members approval of directorates' detailed proposals for the use of resources allocated to them by Council on 15 February 2011.

## **3. Dates of Future Meetings**

The dates for future meetings of the Board in the current financial year are below.

2pm 10<sup>th</sup> November 2010  
2pm 12<sup>th</sup> January 2011  
2pm 16<sup>th</sup> March 2011

DAVID CARTER  
Strategic Director Customers,  
Workforce and Governance  
Shire Hall  
Warwick  
7 September 2010

## Overview and Scrutiny Board - Work Programme for 2010 -11

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
<b>5 October 2010</b>	Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)			√	√	√					
	LAA Quarter 1 Performance (Tricia Morrison)		√	√							
	Treasury Management Monitoring Report (Phil Triggs)		√	√							
	Property Review Update (Steve Smith)			√		√					
	Proposals for Joint Scrutiny (Jane Pollard)			√	√	√					
<b>10 November 2010</b>	Position Statement on shared services (Monica Fogarty)			√		√					
	Work Programme (Jane Pollard)	Includes progress report on reviews and proposals for task and finish groups									

12 January 2011	Work Programme (Jane Pollard)	Includes progress report on reviews and proposals for task and finish groups									
16 March 2011	Annual O&S report to Council (Jane Pollard)										
	Work Programme (Jane Pollard)										

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 5<sup>th</sup> October 2010

**Report Title** Proposals for Task and Finish Groups

**Summary** The Board is asked to consider the topics it would wish to commission as task and finish groups and to appoint the Chair and members of those groups.

**For further information please contact:** Jane Pollard  
Democratic Services  
Manager  
Tel: 01926 412565  
janepollard@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  Councillors Chris Saint, Les Caborn, Mike Doody, June Tandy, John Whitehouse
- Cabinet Member  For information Councillors: Colin Hayfield, Peter Butlin, Martin Heatley.
- Chief Executive  .....
- Legal  Jane Pollard
- Finance  .....
- Other Strategic Directors  David Clarke, Strategic Director of Resources, Monica Fogarty Assistant Chief Executive
- District Councils  .....



- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION YES**

**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

### Overview and Scrutiny Board - 5th October 2010.

#### Proposals for Task and Finish Groups 2010-11

### Report of the Strategic Director Customers, Workforce and Governance

#### Recommendation

That the Overview and Scrutiny Board

- (1) Considers the proposals for task and finish groups
- (2) Decides which groups it wishes to commission and appoints the members and chairs of those groups.

## 1. Background

1.1 At its meeting on 21 July 2010 the Board commissioned 3 task and finish groups and approved the continuance of an in-depth review which was already in progress under the previous programme i.e.

- Rugby A&E Services Consultation
- Ante Natal and Post Natal Services for Teenage Parents
- Communication with the Public and Financial Accountability
- Public Service Reform

1.2 The scopes of the latter 2 groups have been developed since the meeting for the Board to consider and approve the allocation of resources as this will impact on the resources available for other task and finish groups.

1.3 There are a further 11 proposals for task and finish groups coming from the committees and from the issues identified by the Board at its meeting on 21 July 2010. An additional item has been raised by Councillor Whitehouse Chair of the Communities OSC since the meeting of the Committee. All 16 of the commissioned and proposed task and finish groups are listed in the summary report at Appendix A and a copy of the agreed/proposed scopes are attached.

1.4 A chart mapping the proposals against available resources is attached as Appendix B. The Board needs to prioritise the task and finish groups as it is not be possible to accommodate all the proposals within the suggested time-frames.

1.5 The Overview and Scrutiny Strategy sets out the following criteria for deciding whether to undertake a scrutiny review

- Does this issue have a potential impact for significant section(s) of the population?
- Is it a matter of general public concern?
- Is the issue to be reviewed a key deliverable of a strategic and/or partnership plan?
- Is it a key performance area where the Council needs to improve?
- Is there a legislative requirement to undertake the review?

Secondly to ensure that reviews add value/ make a difference

- Are there adequate resources available to do the activity well?
- Is the overview and scrutiny activity timely?
- Is there a clear objective for scrutinising this topic?
- Is there evidence to support the need for overview and scrutiny?
- What are the likely benefits to the council and its customers?
- Are we likely to achieve a desired outcome?
- What are the potential risks?

Reasons to reject Items for overview and scrutiny might include

- An issue is being examined elsewhere - e.g. by the cabinet, working group, officer group, other body
- An issue was dealt with less than 2 years ago
- New legislation or guidance is expected within the next year
- There is no scope for overview and scrutiny to add value/ make a difference

## 2. Proposals made by the Board

2.1 The Board originally had a long list of 14 possible issues. 2 were commissioned as task and finish groups at the last meeting. There was a lot of overlap between the topics suggested and Appendix A incorporates 5 proposals covering 6 of the suggested topics. (ICT new ways of working has been incorporated with One Front Door and Leaner Processes). It has not been possible within the time available to scope all of the suggestions.

2.2 The remaining 6 topics were discussed at an agenda management session with the Chair of the Board and the Chairs of the Children and Young People and Communities OSCs on 1 September 2010. Comments on these suggested topics are set out below.

(a) **Rationalisation of Property Estate and one front door.** There were differences of opinion about the urgency around this issue and the need for a review at this time. Therefore the Chair has asked for a report on progress with the Property Review which will be considered elsewhere on the agenda

at this meeting and assist members in determining whether a review might be appropriate at this time.

(b) **Effective Partnerships** – There is currently a great deal of uncertainty relating to central governments requirements upon local public services and their expectation of partnership structures. The recently published white papers outlining fundamental changes to the NHS and Police along with the uncertain future of Local Area Agreements, Local Strategic Partnerships and the National Indicator Set and the abolition of CAA and the Place Survey provide a great deal of opportunities as well as challenges to the way in which partnership working is structured and delivers outcomes in Warwickshire. Therefore this proposal is considered to be premature as the shape of future partnerships is not yet known and more information is awaited from government.

(c) **Shared Services** – Doubt was expressed about the timeliness of this review in advance of the comprehensive spending review. In addition the shared services agenda was to a certain extent overtaken by Total place initiative. The sub-regional programme is at an early stage and the transformation programme is in the midst of setting up more strategic work streams. Currently most shared services are at the operational level rather than a strategic level. The Chair has therefore asked for a position statement on where we are with shared services to be reported to the November 2010 meeting of the Board.

(d) **Workforce planning and down sizing.** At the time of writing more information is needed before a scope can be developed and advise on the best time to undertake a review.

(e) **Transformation 2013** – this programme covers many aspects of the topics above, it is a vast area and would duplicate to a large extent many aspects of the other proposals. The programme has just been reconfigured and currently 10 work streams are being developed. This may be a suitable topic at a later date for scrutiny in terms of checking what progress has been made. This could be by a task and finish group or report to the Board.

(f) **Total place.** The Children and Young People OSC will be reviewing the outcomes of the total place pilot at its meeting in October 2010. Total place as a 'badge' has disappeared and the new government talks in terms of place based budgeting. How the two concepts differ if at all is still up in the air. There is a sub-regional programme for which money has been allocated but the partners are in the midst of agreeing what should be included in that programme.

### **3. Additional Suggestion for Proposed Task and Finish Group**

Included in Appendix A (item 16) is a further proposal for a task and finish group from Councillor Whitehouse the Chair of Communities Overview and Scrutiny Committee following a decision of Cabinet on 9<sup>th</sup> September regarding the arrangements for agreeing the specification of the contracts for

the future provision of Household Waste Recycling Centres (HWRC). The contract specification needs to be agreed by the 1 November 2010 includes

- i) Number and location of HWRC's
- ii) Facilities and services at each HWRC
- iii) Opening days and times
- iv) Changes in policies

DAVID CARTER  
Strategic Director Customers,  
Workforce and Governance  
Shire Hall  
Warwick  
8 September 2010

## Task and Finish Groups – Summary Report

## Appendix A

Topic	Timescale	Progress	Comments
<b>Commissioned Task and Finish Groups</b>			
1. Rugby A&E Services consultation	Adult Social Care & Health OSC 12.10.2010	On schedule to report to OSC on 12.10.2010	Select committee style event
2. Ante Natal and Post Natal Services for Teenage Parents	Adult Social Care & Health OSC 8.12.2010	On schedule to report to OSC on 8.12.2010	Joint review In depth review
3. Communication with the public and financial accountability	End of October Possible interim report to OSB 10.11.10 and full report 12.1.2010	Meeting on 16.08.2010 finalised scope and determined future evidence requirements	Scope and allocation of resource needs agreement of Board
4. Public Service Reform	TBC at next meeting	Meeting on 27.07.2010 to identify preliminary information requirements Next meeting is on the 16.09.2010 evidence session and to finalise proposed scope.	Joint review Scope and allocation of resources needs agreement of Board
<b>Proposals from the Overview and Scrutiny Committees</b>			
Topic	Timescale	Methodology/Comments	
5. Adult Social Care Low Level Prevention Services	Adult Social Care & Health OSC Feb 2011 –May 2011 –report to June OSC	In-depth review	
6. Delayed Hospital Discharges and Reablement	Adult Social Care & Health OSC is considering 16.09.10 Dec 2011 –March 2011	In-depth review	
7. Alcohol Control – review of licensing across the county	Communities OSC Nov to Feb 2011	In-depth review	
8. Skills Agenda and Adult Learning	Communities OSC Oct to Jan 2011 No particular time drivers – could be later	In-depth review	
9. Supporting the local economy	Communities OSC Oct to Jan 2011 No particular time drivers could be later	In-depth review	
10. Post 16 Transport	Children & Young People OSC Feb-Mar 2011	Single issue inquiry (select committee style)	

<b>Proposals from the Overview &amp; Scrutiny Board</b>		
<b>Topic</b>	<b>Timescale</b>	<b>Methodology/Comments</b>
11. One Front Door and Leaner Processes and e-delivery and e-communications	Sooner rather than later  Oct-Dec	This would pick up ICT contributions to new ways of working. The Group could identify 2 or 3 service areas where we have large numbers of customer transactions and assess how effective our channel management is and whether we are making the best use of IT in delivering service improvements.
12. Big Society	Sooner is preferred Oct –Dec or Mar-April 2011	Select committee style
13. Services for All –How do we ensure we deliver to hard to reach groups?	Oct to Dec – but could be later	Who are the hard to reach groups – what strategies/methods are we using to reach them –how do ensure they are not disproportionately affected by spending cuts?  Couple of roundtables with possible series of focus groups with ‘hard to reach groups’ to gather evidence.
14. The future for Performance Management and Business Planning	Phase 1 – October – November 2010  Phase 2 Business Planning –March – April 2011	Phase 1 Performance Management Couple of roundtables –one internally focussed and I focussed on partnerships. Phase 2 Methodology TBC
15. Locality Working	Jan- April 2011	How could we improve the integrated delivery of local services? Could pick a locality area or areas based on community forum areas and look at how services are configured and integrated within those localities.  Potential Joint review In depth review
<b>Additional Proposal from Chair of Communities Overview and Scrutiny Committee</b>		
16. Household Waste Recycling Centres	October 2010	Single issue meeting

Task and Finish Groups	Days per month									
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Ante Natal and Post Natal Services for Teenage parents	6	6	6	6						
Rugby A&E Consultation	5.5	0								
Communication with the public and financial accountability	10	12	10	10						
Public Service Reform	8	8	8	8						
Adult Social Care Low Level Prevention										
Delayed Hospital Discharges and reablement				6	15	15	15			
Alcohol Control -Review of Licensing across the county			11	11	11	11				
Skills Agenda and Adult Learning		11	11	11	11					
Supporting the local economy		13	13	13	13					
Post 16 Transport										
One Front Door and leaner processes		5	10	10						
Big Society		6	5	5						
Services for all -Hard to Reach Groups		10	10	10						
Performance Management		5	10	5						
Locality Working						11	11	11	11	
Household Waste Recycling		3								

ASC&H  
8.12.2010

ASC&H  
12.10.201

OSB  
12.01.2010

OSB  
12.01.2010

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OSB  
12.01.2010

OSB  
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OSB  
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OSB  
12.01.2010

OSB

OSB

OSB

Com OSC  
3.11.2010





July

Aug

Sept

11

Com OSC

13

Com OSC



Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>NHS Warwickshire –Consultation on future of Accident &amp; Emergency Services at St Cross Hospital Rugby</b>
<b>Panel/Working Group etc – Members</b>	Cllr Dave Shilton (Chair), Cllr Richard Dodd, Cllr Carolyn Robbins, Cllr Helen Walton, Cllr Clare Watson, Cllr Sally.Bragg. Cllr Jerry Roodhouse- Warwickshire LINK representative.
<b>Key Officer Contact</b>	Paul Maubach NHS Warwickshire & Carl Holland UHCW
<b>Scrutiny Officer Support</b>	Alwin McGibbon
<b>Relevant Portfolio Holder(s)</b>	Cllr Bob Stevens
<b>Relevant Corporate/LAA Priorities/Targets</b>	N/A
<b>Timing Issues</b>	NHS Warwickshire is planning to carry out a public consultation on the future <b>Accident &amp; Emergency Services at St Cross Hospital Rugby</b> from July to end date 6 October 2010). NHS Warwickshire is obliged to consult the Adult Social Care and Health OSC where a proposal involves a potential substantial change or variation in the provision of health services. The Committee will need to respond within the consultation deadline if its views are to be taken into account in formulating future proposals.  Draft reports for member bodies are usually required 4-3 weeks before the meeting to allow for consultation. Final reports 2 weeks before the meeting as reports have to be published at least 5 clear working days before the meeting..
<b>Resources</b>	<b>Resources to support the review</b> –a provisional estimate of scrutiny officer support is between 50 to 60 hours or 8-10 days depending on the actual methodology used by the review. This assumes 3 meetings with members i.e. to plan the review, an evidence session of some form and a final meeting to review the evidence and develop the recommendations. Time estimates do not include any site visits or best practice visits but do include arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	This is part of the statutory role of a Health OSC.
<b>Objectives of Review</b> (Specify exactly what the review should achieve)	To formulate a draft response to the consultation for the consideration of the Adult Social Care and Health OSC at its meeting on 16 <sup>th</sup> September 2010 to enable the OSC to make formal recommendations to NHS Warwickshire..

<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• Review the proposed options outlined in the Consultation document</li> <li>• Review the consultation process</li> <li>• Level and type of Urgent Care being provided at Rugby</li> <li>• Calibre of cover</li> <li>• HR – level of training provided for urgent care staff</li> <li>• Capacity of UHCW to meet needs of people in Rugby</li> <li>• Ambulance Service – to consider impact of new arrangements at UHCW</li> <li>• Out of Hours – GP’s capacity to meet the patient requirements at Rugby</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• Acute Care resources e.g. theatres, equipment</li> <li>• Personal issues</li> <li>• Car Parks</li> <li>• Concerns over visiting, travelling times, treatment times</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• To have sustainable and appropriate accident and emergency health services for people in Rugby.</li> </ul>
<p><b>Specify Evidence Sources</b> (Background information and documents to look at)</p>	<p>Information from Spatial Strategy – expected increase in housing/population          Attendances to UHCW A &amp; E by postcode          Admissions from Rugby A &amp; E – where were they admitted UHCW or St Cross          Capacity at A &amp; E UHCW          Best Practice identified elsewhere</p>
<p><b>Specify Witnesses/Experts</b> (Who to see and when)</p>	<p>University Hospitals Coventry &amp; Warwickshire (UHCW)          NHS Warwickshire (PCT)          West Midlands Ambulance Service          GPs - Out of Hours (OOHs)          If possible a representative from a University, Kings Fund to discuss Best Practice elsewhere</p>
<p><b>Possible Co-Options</b> (Would the review benefit from any co-options e.g. community or voluntary sector representatives?)</p>	<p>None identified.</p>

<b>Specify Site Visits</b> (Where and when)		Visit to A & E Department at Hospital of St Cross, Rugby Visit to Walk-In Centre Loughborough Community Hospital	
<b>Consultation with Stakeholders</b> (Who should we consult?)		Friends of Hospital of St Cross Warwickshire Local Involvement Network - LINK Warwickshire Community and Voluntary Action - WCAVA Warwickshire Race Equality Partnership - WREP	
<b>Level of Publicity</b> (What level is appropriate and what method should be used?)		Raise awareness of WCC Select Committee Meeting at Rugby Borough Council	
<b>Barriers/Dangers/Risks</b> (Identify any weaknesses or potential pitfalls)		Lose focus/scope too big Miss the obvious Raise expectations to unreasonable levels Sustainability of any new initiatives proposed	
<b>Projected Start Date</b>	27/07/2010	<b>Draft Report Deadline</b>	14 <sup>th</sup> September 2010
<b>Meeting Frequency</b>	3 or 4 weeks	<b>Projected Completion Date</b>	12 <sup>th</sup> October 2010
<b>Meetings Dates</b>		27 <sup>th</sup> August 2010	
<b>Committee Reporting Date</b>		Adult Social Care and Health OSC 12 <sup>th</sup> October 2010	
<b>Cabinet Reporting Date</b>		N/A	
<b>When to Evaluate Impact</b>			
<b>Methods for Tracking and Evaluating</b>			

## Scrutiny Review Terms of Reference

<p><b>Review Topic</b> (Name of review)</p>	<p><b>Joint Review of Antenatal and Postnatal Services for Teenage Parents in Warwickshire</b></p>
<p><b>Panel</b></p>	<p><b>Warwickshire County Council</b></p> <p>Councillor Carolyn Robbins Councillor Angela Warner</p> <p><b>Rugby Borough Council</b></p> <p>Councillor Noreen New Councillor Claire Watson</p> <p><b>Nuneaton and Bedworth Borough Council</b></p> <p>Councillor Don Navarro Councillor Tom Wilson</p>
<p><b>Key Officer Contact</b></p>	<p>Kathy Siddle – Respect Yourself Campaign Coordinator Tel: 01926 742500 E-mail: kathysiddle@warwickshire.gov.uk</p>
<p><b>Scrutiny Officer Support</b></p>	<p><b>Warwickshire County Council</b></p> <p>Paul Williams – Overview and Scrutiny Officer Tel: 01926 418196 E-mail: paulwilliamscl@warwickshire.gov.uk</p> <p><b>Rugby Borough Council</b></p> <p>Paul Ansell – Scrutiny and Policy Officer Tel: 01788 533591 E-mail: Paul.Ansell@rugby.gov.uk</p> <p><b>Nuneaton and Bedworth Borough Council</b></p> <p>Shirley Round, Principal Democratic Services Officer (Overview &amp; Scrutiny) Tel 02476 376563 E-mail: shirley.round@nuneatonandbedworth.gov.uk</p>
<p><b>Relevant Portfolio Holder(s)</b></p>	<p><b>Warwickshire County Council</b></p> <p>Councillor Bob Stevens Councillor Heather Timms</p> <p><b>Rugby Borough Council</b></p> <p>Councillor Leigh Hunt</p> <p><b>Nuneaton and Bedworth Borough Council</b></p> <p>Councillor Ian Lloyd</p>

<p><b>Relevant Corporate/LAA Priorities/Targets</b></p>	
<p><b>Rationale</b></p>	<ol style="list-style-type: none"> <li>1. A general concern over possible inequality of access to services for teenage parents.</li> <li>2. The need to narrow the gaps between communities and individuals.</li> <li>3. A feeling that there is a need amongst members to develop a greater understanding of the challenges facing teenage parents in accessing services.</li> <li>4. Being a teenage parent can have a significant negative impact on the unit.</li> <li>5. Teenage parents and their children frequently experience poor health outcomes.</li> </ol>
<p><b>Objectives of Review</b></p>	<ol style="list-style-type: none"> <li>1. The development of an understanding of the experience of teenage parents.</li> <li>2. An understanding of the services for teenage parents that guidance and legislation state are required.</li> <li>3. A appreciation of the extent and quality of the services available to teenage parents across Warwickshire</li> <li>4. The development of a series of recommendations that will reduce inequalities of access to services by teenage parents.</li> <li>5. The development of a series of recommendations that will result in an improvement in the level and quality of services available to teenage parents.</li> <li>6. Recommendations that will result in an increase in the proportion of teenage parents accessing the services they want and require.</li> </ol>
<p><b>Scope of the Topic</b></p>	<ol style="list-style-type: none"> <li>1. Teenage mothers aged between 13 and 19</li> <li>2. Teenage fathers aged between 13 and 19</li> <li>3. The review will cover the whole of Warwickshire</li> <li>4. The review will focus principally on health services.</li> <li>5. The review will be mindful of whether teenage parents from black and minority ethnic communities face particular issues.</li> </ol> <p>The review will <b>not</b> include teenage parents in custody</p> <p>Teenage conception rates may be considered as part of the context for the review but will not be examined in detail.</p>



<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ol style="list-style-type: none"> <li>1. Completion of the review on time and in budget.</li> <li>2. The development of a series of robust and realistic recommendations that are endorsed by the appropriate executives.</li> <li>3. the development of a series of recommendations and learning points that can be fed into the CFPS toolkit</li> <li>4. That all panel members, support officers and witnesses consider the review to have been well run and worthwhile</li> <li>5. The establishment of a framework of best practice from across the country that can be applied as appropriate in Warwickshire</li> </ol>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ol style="list-style-type: none"> <li>1. Increased access by teenage parents to services</li> <li>2. Improvements in health and prosperity of teenage parents and their children across the whole of Warwickshire.</li> <li>3. Increased satisfaction levels amongst teenage parents of the information and services they receive.</li> </ol>
<p><b>Specify Evidence Sources</b> (Background information and documents to look at)</p>	<ol style="list-style-type: none"> <li>1. Respect Yourself Campaign self-assessment toolkit</li> <li>2. Results of the two Bigmouth consultation exercises</li> <li>3. Government documents eg (DH, DCSF)</li> <li>4. George Eliot Hospital data</li> <li>5. Comprehensive Assessment Framework data</li> <li>6 National Support Team (examples of best practice).</li> <li>7. Data from Warwickshire Observatory and Respect Yourself Campaign</li> <li>8. Warwickshire Guidance for School age Parents</li> </ol>
<p><b>Specify Witnesses/Experts</b> (Who to see and when)</p>	<ol style="list-style-type: none"> <li>1. Young Parents Forums/Groups</li> <li>2. Local authority officers – <ul style="list-style-type: none"> <li>• Respect Yourself Campaign</li> <li>• Health Inequalities (Nun and Bed)</li> <li>• Health Inequalities (WCC)</li> <li>• Family Information Service</li> <li>• Connexions (Integrated Youth Service)</li> <li>• Early Intervention Service (Natalie Parsons)</li> <li>• Children’s Centre Lead Manager</li> </ul> </li> <li>3. Health Economy – <ul style="list-style-type: none"> <li>• NHS Warwickshire</li> <li>• Health Visitors</li> <li>• George Eliot Hospital (Midwives)</li> </ul> </li> </ol>

<b>Specify Site Visits</b>		1. Possible visits to Children's Centres 2. Possible visit to Young Parent's Forums	
<b>Level of Publicity</b>		To be considered as review progresses	
<b>Barriers/Dangers/Risks</b> (Identify any weaknesses or potential pitfalls)		1. Time constraints 2. Straying away from terms of reference	
<b>Projected Start Date</b>	7.6.10	<b>Draft Report Deadline</b>	
<b>Meeting Frequency</b>	As req'd	<b>Projected Completion Date</b>	End November 2010
<b>Meetings Dates</b>		First meeting 21.6.10	
<b>Committee Reporting Date</b>			
<b>Cabinet Reporting Date</b>			
<b>When to Evaluate Impact</b>		12 months from completion	
<b>Methods for Tracking and Evaluating</b>			

## Scrutiny Review Outline – Terms of Reference

<b>Review Topic</b>	Review of Communication with the Public and Financial Accountability
<b>Panel Members</b>	Councillor Tim Naylor (Chair) Councillor Carol Fox Councillor Julie Jackson Councillor Clive Rickhards Councillor Angela Warner
<b>Key Officer Contacts</b>	Virginia Rennie – Group Accountant, Resources Directorate (X2239)  Rebecca Davidson - Communications Officer - Customers, Workforce and Governance Directorate (X6643)
<b>Scrutiny Officer Support</b>	Paul Williams      Overview and Scrutiny Officer  E-mail                paulwilliamscl@warwickshire.gov.uk  Tel                     01926 418196
<b>Relevant Portfolio Holder(s)</b>	Councillor Colin Hayfield Councillor Martin Heatley
<b>Relevant Corporate/LAA Priorities/Targets</b>	All Corporate Priorities of the Council
<b>Resources Required for Review</b>	The review will take four months and will require – <ul style="list-style-type: none"> <li>• 250 hours of Scrutiny Officer time (Approx. 42 days)</li> <li>• Five panel meetings</li> <li>• No site visits</li> <li>• No best practice visits outside of county identified</li> </ul>

<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Warwickshire County Council is, like all local authorities, facing a period of severe financial hardship. Over the next four years the average that the public sector will have to save is around 25% of its current expenditure in real terms. For Warwickshire County Council the figure is nearer a 35% reduction in central government funding. Therefore, even with the council tax increases around the rate of inflation the result will inevitably result in cuts in staffing and services.</p> <p>In order to address the challenge the Council will have to achieve a number of outcomes all of which are interrelated. It will have to,</p> <ul style="list-style-type: none"> <li>• Consider how it engages with the public, partners and other stakeholders in a mature dialogue regarding service reconfiguration.</li> <li>• Manage the way in which messages concerning cuts and service reconfiguration are conveyed to employees and members of the County Council.</li> <li>• Operate its financial systems and processes in a way that is timely, transparent, understandable and useful to officers, members and stakeholders, but which use less resource than at present and that expenditure is properly controlled.</li> </ul> <p>With the achievement of all these outcomes it will be possible to,</p> <ul style="list-style-type: none"> <li>• Clarify with the public the reason behind the need for the inevitable changes to services.</li> <li>• Manage people’s expectations of the services they will receive in the future.</li> <li>• Develop internal mechanisms that ensure good financial support for the organisation including ways of presenting information in a timely, clear and concise way.</li> </ul>
<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>An appreciation by members and officers of,</p> <ul style="list-style-type: none"> <li>• The scale and complexity of the issue to be addressed.</li> <li>• The importance of managing the issues.</li> <li>• Good or best practice in other local authorities.</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p>The review will seek to address</p> <ul style="list-style-type: none"> <li>• Engagement by Warwickshire County Council with stakeholders over service cuts.</li> <li>• Financial accountability within the County Council.</li> </ul> <p>The review will not seek to address</p> <ul style="list-style-type: none"> <li>• The way in which partners (eg other local authorities) engage with stakeholders or ensure financial accountability. (They may however, learn from this review).</li> </ul>

<p><b>Process for Review</b></p>	<p><b>Stage 1</b> Focus on dialogue with stakeholders on financial issues, service reconfiguration and accountability.</p> <p><b>Stage 2</b> Examination of system of financial accountability with Warwickshire County Council examining the flow of information between levels of management and between officers and members.</p> <p><b>Note – These stages need not necessarily consecutive. It may be necessary to run them concurrently given the timescale of the review.</b></p>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<p>A clear and concise report that sets out the basis of the review, the review process, the learning points identified and the task and finish group’s conclusions.</p> <p>A series of recommendations for action to be agreed by the Overview and Scrutiny Board and implemented by appropriate officers and elected members.</p>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<p>Stage 1</p> <ul style="list-style-type: none"> <li>• Awareness by internal and external stakeholders of the reasons for service reductions.</li> <li>• Confidence amongst stakeholders that Warwickshire County Council is addressing the issue of reduced resources in an effective manner.</li> </ul> <p>Stage 2</p> <ul style="list-style-type: none"> <li>• Understanding amongst elected members of the processes undertaken around service reconfiguration and financial management.</li> <li>• Minimal budget variances</li> </ul>
<p><b>Specify Evidence Sources</b> (Background information and documents to look at)</p>	<ul style="list-style-type: none"> <li>• Examples from other public bodies eg “Tough Choices” (West Lothian Council), LGA.</li> <li>• Examples from the private sector</li> <li>• HM Treasury Spending Challenge</li> <li>• £500m pathfinder authorities</li> </ul>

<b>Specify Witnesses/Experts</b> (Who to see and when)		<ul style="list-style-type: none"> <li>• Strategic Directors/Heads of Service/other relevant officers</li> <li>• Elected Members</li> <li>• WCC Communications Section</li> <li>• Unions</li> <li>• Service delivery partners eg Chamber of Commerce</li> </ul>	
<b>Possible Co-Options</b> (Would the review benefit from any co-options e.g. community or voluntary sector representatives?)		None identified	
<b>Specify Site Visits</b> (Where and when)		None required	
<b>Consultation with Stakeholders</b> (Who should we consult?)		None (The outcome of the review will involve extensive consultation with stakeholders)	
<b>Level of Publicity</b> (What level is appropriate and what method should be used?)		None (The outcome of the review will involve the use of publicity)	
<b>Barriers/Dangers/Risks</b> (Identify any weaknesses or potential pitfalls)		<p>Lack of commitment by members/officers to review</p> <p>Reluctance to share information</p> <p>Time pressure</p>	
<b>Projected Start Date</b>	27.7.10	<b>Draft Report Deadline</b>	
<b>Meeting Frequency</b>		<b>Projected Completion Date</b>	End October 2010
<b>Meetings Dates</b>		TBA	
<b>Committee Reporting Date</b>		TBA	
<b>Cabinet Reporting Date</b>			
<b>When to Evaluate Impact</b>		12 months	
<b>Methods for Tracking and Evaluating</b>		<ul style="list-style-type: none"> <li>• Staff survey</li> <li>• Citizens' Panel</li> <li>• Member Survey</li> <li>• SDLT</li> </ul>	

Draft Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Public Service Reform</b>
<b>Panel/Working Group etc – Members</b>	Cllr John Ross (Chair) ,Janet Smith - PCT , Clive Parsons - Police Authority, Councillor Roodhouse, Councillor Fowler, Councillor Tooth
<b>Key Officer Contacts</b>	Monica Fogarty (Partnerships), Bob Hooper (Children & Young People), Gill Jowers (Adult Social Care), Paul Maubach (PCT), Rachel Pearce (PCT) Oliver Winters (Police Authority), Andy Parker (Police Service)
<b>Scrutiny Officer Support</b>	Jane Pollard Don Hiatt.
<b>Relevant Portfolio Holder(s)</b>	Cllr Izzi Seccombe; Cllr Bob Stevens; Cllr Heather Timms; Cllr Richard Hobbs:
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all depending on the focus: <ul style="list-style-type: none"> <li>• Raising educational attainment and improving the lives of children, young people and families</li> <li>• Maximising independence for older people and people with disabilities</li> <li>• Developing sustainable places and communities</li> <li>• Protecting the community and making Warwickshire a safer places to live</li> </ul>
<b>Timing Issues</b>	The government agenda is moving at a fast pace. The aim is to make some recommendations to the Overview and Scrutiny Board by January 2011.
<b>Resources</b>	This review is likely to take around 5 months to complete i.e. up to having an agreed final report ready for submission to the Overview and Scrutiny Board. A provisional estimate of scrutiny officer support depending on the actual methodology used by the review is between 240 to 264 hours or 40-44 days (15 days already taken up at time of writing – averaging out at 8 days per month). This assumes a review planning meeting, 3 evidence sessions and follow up meeting to develop conclusions and recommendations. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	The government has issued a number of draft structural reform plans which will change the shape of local public services in Warwickshire. These are to be followed by legislation as appropriate. Alongside these are specific White papers and associated consultations. There is a need for the Council to ensure it understands the implications and the opportunities arising out of the proposed changes to help it better prepare to meet the challenges ahead.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>➤ To assess the future implications and opportunities for public services in Warwickshire arising from the central proposals relating to Schools, Health, Adult Social Care, the Police Authority, and the Police Service.</li> <li>➤ To identify what plans the relevant public service agencies either singly or in partnership have in place to address the proposed changes and what issues require further work or could benefit from a partnership approach, and where proposals for one service may impact on others.</li> <li>➤ To identify if there are barriers to progress and what may be necessary to overcome them and if there areas of duplication or lessons we can learn from each other.</li> <li>➤ To understand the financial cost of the public service to local people and the opportunities within the change programmes to reduce those costs, secure value for money, maintain quality and improve outcomes for local people in Warwickshire.</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <p>The future role and impact on local government, other public agencies, and the community and voluntary sectors in relation to</p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• Health</li> <li>• Adult Social Care</li> <li>• Police Authority</li> <li>• Police Service</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• A clear picture of the future shape of public services in Warwickshire relating to schools, health, adult social care and the police and their future governance arrangements.</li> <li>• Identifies any outstanding issues which need to be addressed to turn the picture into reality</li> <li>• Recommendations which seek to minimise duplication where it exists, encourages partnership working where beneficial and seeks to break down any barriers to progress.</li> <li>• A review which shares lessons learnt and any innovative approaches to common issues faced by the relevant public services</li> <li>• Identifies the costs of support services for public services in Warwickshire and ideally establishes unit costs.</li> <li>• Identifies the opportunities within the change programmes to secure value for money, maintains quality and benefits for the public.</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• A clear vision of the future for relevant public services in Warwickshire shared by partners.</li> <li>• A clear strategy for delivering and communicating the vision</li> <li>• Communication of the vision to the public, staff and other stakeholders</li> <li>• Joint planning and working between partners.</li> <li>• Risks identified and plans in place to address significant risks</li> </ul>



<b>Specify Evidence Sources</b> (Background information and documents to look at)	Draft Structural Reform Plans from Department of Communities and Local Government, Department of Health, Home Office, Schools System. NHS White paper: Liberating the NHS; NHS Consultations – Transparent Outcomes, Commissioning for patients; Local Democratic Legitimacy in Health, Regulating Healthcare providers. Consultation on School Funding 2011-12: Introducing a Pupil Premium. Policing in the 21st century: reconnecting police and the people.		
<b>Specify Witnesses/Experts</b> (Who to see and when)			
<b>Possible Co-Options</b> (Would the review benefit from any co-options e.g. community or voluntary sector representatives?)	None identified		
<b>Specify Site Visits</b> (Where and when)			
<b>Consultation with Stakeholders</b> (Who should we consult?)	Police Authority, Police Service, Primary Care Trust, GPs, Community and Voluntary Sectors, County Council Directorates/Services Children and Young People, Adult Social Care, Partnerships and Performance Unit, Community Safety Partnership.		
<b>Level of Publicity</b> (What level is appropriate and what method should be used?)			
<b>Barriers/Dangers/Risks</b> (Identify any weaknesses or potential pitfalls)	Lose focus/scope too big Miss the obvious Raise expectations to unreasonable levels Sustainability of any new initiatives proposed		
<b>Projected Start Date</b>	27.07.2010	<b>Final Report Deadline</b>	21.12.2010
<b>Meeting Frequency</b>	Monthly	<b>Projected Completion Date</b>	Mid –December 2010
<b>Meetings Dates</b>	27.07.2010; 16.09.2010; 3.11.2010; 30.11.2010; Meetings in December to be confirmed.		
<b>Committee Reporting Date</b>	Overview and Scrutiny Board 12.01.2011		
<b>Cabinet Reporting Date</b>	27.01.2011 or 17.02.2011		
<b>When to Evaluate Impact</b>			
<b>Methods for Tracking and Evaluating</b>			



Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Adult Social Care Low Level Prevention Services</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Izzi Seccombe; Adult Social Care Cllr Bob Stevens, Health
<b>Relevant Corporate/LAA Priorities/Targets</b>	<p>Corporate Priority 2 – Maximising independence for adults and older people with disabilities more choice and control in their life, the right help at the right time, easy access to information, advice, support and advocacy.</p> <ul style="list-style-type: none"> <li>• Supporting people to remain at home living independently</li> <li>• Increasing the numbers of people accessing housing related support services, disabled facilities grants, aids and adaptations to support independent living.</li> <li>• Decrease ongoing home care packages due to the introduction of prevention and early intervention including reablement</li> <li>• Development and Implementation of the prevention strategy</li> <li>• Increase in the percentage of people in receipt of telecare and expansion of service available</li> <li>• Narrowing the gaps and sustainable affordable services fit for the future.</li> </ul> <p>NI 124 – People with a long-term condition supported to be independent and in control of their condition  NI 141 – Number of vulnerable people achieving independent living  NI 139 – The extent to which older people receive the support they need to live independently</p>
<b>Timing Issues</b>	<p>There are a number of streams of work currently underway which will determine when it is most appropriate to commence this review.</p> <ul style="list-style-type: none"> <li>▪ In January 2010, Cabinet approved the commencement of the reconfiguration of voluntary sector and day care services into the community hub model. This included some low level support services. The draft programme agreed by Cabinet indicates major work being undertaken this financial year in re-tendering and re-modelling of services.</li> <li>▪ Warwickshire Strategic Housing and Support Partnership are now taking a lead on the developing the telecare strategy as part of the partnership approach. There should be an agreement on the new telecare model over the next 2-3 months with a rollout of the new approach during the second part of the year.</li> </ul> <p>Taking this into consideration it is thought that if commissioned the review should be targeted towards the last quarter of the current financial year.</p>
<b>Type of Review</b>	In depth review

<p><b>Resource Estimate</b></p>	<p>This review if commissioned is likely to take somewhere between 3-4 months to complete the review i.e. up to having an agreed final report ready for submission to committee. This is potentially a complex review and again the level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 252 to 276 hours or 42-46 days depending on the actual methodology used by the review. This assumes a review planning meeting, 3 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations, 2 local site visits (a best practice visit outside the county is not included) it includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.</p>
<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>The Council has set its Fair Access to Care threshold at the substantial and critical levels. Cabinet is being asked to confirm these thresholds on 22 July 2010 and to support a stricter and more consistent application of the guidance which has been refreshed by government.</p> <p>People falling below these thresholds do not have access to publicly funded mainstream social care support, or residential services. The Council has previously agreed a well-being threshold for people who fall within the moderate and low bands of the FACS criteria. This aimed to provide people with that 'little bit of help' to access alternative support services, equipment, information and advice with the aim of reducing to reducing or delaying the need for people to come into the social care system.</p> <p>The recent government budget shows a probable reduction of 25% in available funds for adult social care services. However, demographic changes show rise of 43% in the population of older people in Warwickshire by 2025 from 94,200 to 134,500. Life expectancy is on the increase.</p> <p>Keeping people out of the social care system or delaying their need to enter the system will be a key component of any strategy adopted by the council to meet the twin challenges of budgetary constraints and demographic growth whilst at the same time trying to meet people's expectations and providing sustainable services in the future.</p> <p>Outturn performance for 2009/10 comments on two key areas for improvement</p> <ul style="list-style-type: none"> <li>▪ 30.5% of older people believe that they receive the support they need to live independently. 2009 Warwickshire Partnership Place Survey While performance is low for this indicator, the benchmarking comparison puts WCC in the upper middle quartile against all other England authorities, but lower middle compared to all Shire Counties and our comparator group. This is in part a perception measure. A publicity campaign is being developed with corporate communications to improve public perception before this information is collected by the Place survey in 2010.</li> <li>▪ The development and expansion in growth of <b>telecare</b> services is slower than we had hoped but the enhanced Warwickshire Strategic Housing and Support Partnership are now taking a lead on the developing the strategy as part of the partnership approach. There should be an agreement on the new telecare model over the next 2-3 months with a rollout of the new approach during the second part of the year.</li> </ul>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ol style="list-style-type: none"> <li>1) To establish whether the well-being threshold is working as intended, whether it needs to be renewed or refreshed to meet the changing context</li> <li>2) To identify those services currently within the scope of low level prevention services i.e. what is the current offer?</li> <li>3) To identify whether there are inequalities in provision across the county , differential waiting/assessment times or gaps in provision and any plans to address any issues and any affordable options to improve consistency.</li> <li>4) To ascertain whether there are other services provided by ourselves or partners that should fall within the scope i.e. can we improve the offer?</li> <li>5) To identify whether there are areas where improved working with partners could improve the offer or its affordability.</li> <li>6) To identify whether there could be improvements in access to aids, adaptations, and telecare to better support a prevention strategy.</li> <li>7) To establish current progress on the implementation of the prevention strategy and the community hub model.</li> <li>8) To promote public confidence in people's abilities to manage their own care needs without recourse to the social care system</li> <li>9) Ultimately to secure better outcomes for people, more choice and control and reduce the need to rely on the social care system and remain independent for longer</li> <li>10) To make recommendations for improvements which are both affordable and sustainable and maximise the use of available public service funding</li> </ol>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• PHILLIS</li> <li>• Telecare, Aids and Adaptations, Housing related support services</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Universal services</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Results from future survey's</li> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Recognisable improvements in the provision of services</li> <li>• Raising profile of the prevention agenda with our partners</li> <li>• Reassure public/promote confidence</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p>See above</p>



Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Delayed Hospital Discharges and Reablement Services</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Izzi Seccombe; Adult Social Care Cllr Bob Stevens, Health
<b>Relevant Corporate/LAA Priorities/Targets</b>	<p>Corporate Priority 2 – Maximising independence for adults and older people with disabilities more choice and control in their life, the right help at the right time, easy access to information, advice, support and advocacy.</p> <ul style="list-style-type: none"> <li>• Supporting people to remain at home living independently</li> <li>• Decrease ongoing home care packages due to the introduction of prevention and early intervention including reablement</li> <li>• Narrowing the gaps and sustainable affordable services fit for the future.</li> </ul>
<b>Timing Issues</b>	<p>Reablement services are currently being rolled out across the County, the services are currently operational in 2 areas (Nuneaton and Stratford). During the roll out process the referral criteria has been extended to include hospital discharge. It is likely to be a few months before information about reablement of hospital discharge patients can be provided. Therefore, it is thought that January 2011 would be an appropriate time for the review to commence. This will enable the review to consider the impact the new way of working has had on hospital discharge.</p>
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	<p>This review if commissioned is likely to take somewhere between 3-4 months to complete the review i.e. up to having an agreed final report ready for submission to committee. This is potentially a complex review. A provisional estimate of scrutiny officer support is between 288 to 312 hours or 48-52 days depending on the actual methodology used by the review. This assumes a review planning meeting, 3 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations and between 4-5 local site visits (a best practice visit outside the county is not included). The resource estimate includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.</p>

**Rationale**

(Key issues and/or reason for doing the review)

The recent government budget shows a probable reduction of 25% in available funds for adult social care services.

Demographic changes show rise of 43% in the population of older people in Warwickshire by 2025 from 94,200 to 134,500 with a significant rise in people over 85. Life expectancy is on the increase.

The longer people remain in hospital the more dependant they become (particular problem for those with dementia who may not recover their independence at all) the more difficult to rehabilitate back to independent living and a consequent increase in pressure on adult social care services.

The ability of the PCT to redeploy funding to more community based services is inhibited whilst funding being used to maintain people in expensive hospital facilities for unnecessary lengths of time.

Getting people out of hospital and back into independent living at the earliest opportunity is cost effective for both health and adult social care services and a better outcome for the individual.

Outturn performance for 2009/10 comments on two key areas for improvement

We have missed our target to reduce the number of **delays of transferring patients from hospital to care**. This is an important partnership issue because although social care delays remain very low, delays that are the responsibility of the NHS make up over three quarters of the outturn for this indicator. Positive work has been undertaken with acute hospital trusts to identify and resolve delays across the health and social care system; both at an operational and strategic level such as transforming community based services. This is an important measure because it can impact on some of the most vulnerable and frail people in the County, who are caught up in the complex issues involved.

We also need to continue to rollout the '**Reablement**' service across the County. The service is designed to help people to regain the skills and confidence they need to live independently at home, particularly after an illness or spell in hospital. We will need to work with colleagues in the PCT to ensure the service forms part of a single or coordinated intermediate care service.



<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ol style="list-style-type: none"> <li>1) To identify the factors which cause delays in discharging people from hospital and the effectiveness of any plans/actions which have been taken to address the issues.</li> <li>2) To assess how well the Warwickshire Joint Hospital Discharge Protocol is working and identify any differential performance between hospitals serving Warwickshire.</li> <li>3) To identify the barriers to improvement in hospital discharge arrangements and the affordable options or solutions which would enable improved outcomes for people</li> <li>4) To assess the impact reablement services has had on hospital discharges.</li> <li>5) To identify whether there are inequalities across the county, differential waiting/assessment times or gaps in provision.</li> <li>6) To identify the current provision and options for providing 'out of hospital' convalescent facilities and any alternative affordable options</li> <li>7) To identify whether there are areas where improved working with partners could improve the outcomes for people and reduce demands on resources.</li> <li>8) To reduce the number of delayed discharges from hospital</li> </ol>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Recognisable improvements in the provision of services</li> <li>• Reduction in number of delayed hospital discharges</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Alcohol Control – Review of Licensing across the County</b>
<b>Panel/Working Group etc – Members</b>	TBA – It is recommended that this is undertaken as a partnership review
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Richard Hobbs, Community Safety
<b>Relevant Corporate/LAA Priorities/Targets</b>	Protecting the community and making Warwickshire a safer place to live NI 15 Most Serious violent crime rate NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and the police NI 120 All age all cause mortality NI 139 Alcohol related hospital admissions
<b>Timing Issues</b>	See section on other work being undertaken.  The review will take approx 3-4 months to complete (up to having an agreed final report ready for submission to Committee).
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	A provisional estimate of scrutiny officer support is between 240 to 264 hours or 40-44 days depending on the actual methodology used by the review. This assumes a review planning meeting, 3 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations and a best practice visit. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	It is widely recognised that excessive alcohol consumption can lead to number of problematic issues, including poor physical and mental health, violent crime, domestic abuse, risky behaviour and accidents, and anti-social behaviour. Nationally, in 2009/10 there were almost one million alcohol related violent crimes. A fifth of all violent incidents took place in or near a pub or club, and almost two-thirds at night or in the evening. There are 6.6 million alcohol related attendances at Accident and Emergency departments per year, costing £645 million. Additionally, 1.2 million ambulance call outs each year are in relation to alcohol related incidents, costing £372 million. Overall, alcohol related crime and disorder is estimated to cost the taxpayer between £8 billion and £13 billion per year.  Licensing policies and practices are essential to ensure the effective control and regulation of alcohol, in order to reduce negative impacts on individuals, communities and public services.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>▪ To review the effectiveness of licensing policies and practices across the County</li> <li>▪ To identify examples of best practice locally and nationally</li> <li>▪ To identify opportunities for partnership working</li> <li>▪ To identify how a common approach can be achieved across the county, particularly in relation to any changes resulting from current Government consultation</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Licensing policy and practice</li> <li>▪ Licensing enforcement</li> <li>▪ Public Houses</li> <li>▪ Retail sales</li> </ul> <p><u>Exclude</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Impact of excessive alcohol consumption – health, crime and disorder etc</li> <li>▪ Services and support to address to excessive alcohol consumption and its associated problems</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Recognisable improvements in the control of alcohol across the County,</li> <li>▪ Recognisable improvements in violent crime, anti-social behaviour and alcohol related hospital admissions.</li> </ul>

<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p><u>Nationally</u></p> <p>The Government is currently consulting around proposed changes to the current licensing framework, which seeks to give more power and flexibility to local authorities and the police to address local issues. The consultation period ends on 8<sup>th</sup> September. It would seem sensible to delay the commencement of the review until the outcome of the consultation is known, so that the review can consider how any changes can be implemented in Warwickshire.</p> <p><u>Locally</u></p> <p>Warwickshire Safer Communities Partnership (WSCP) has been discussing licensing policies and practices across the county. A sub-group of WSCP, the Drug and Alcohol Management Group (DAMG) has been tasked with exploring the current position in the County and identifying how licensing activity can be better co-ordinated across the County. The DAMG is expected to report back to WSCP in October. Again it seems sensible to delay the commencement of the review until the WSCP has considered the outcomes of DAMG work.</p> <p>Licensing is a Strategic Aim within the Warwickshire Alcohol Implementation Plan, which includes a number of actions to ensure licensing practices protect young people and effectively address irresponsible premises.</p> <p>Licensing has been suggested as a potential Scrutiny review within Nuneaton and Bedworth BC, following any changes to licensing framework following current government consultation.</p>
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Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Skills Agenda and Adult Learning</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Alan Cockburn, Environment and Economy Cllr Izzi Seccombe, Adult Social Care
<b>Relevant Corporate/LAA Priorities/Targets</b>	<p>Maximising independence for older people and people with disabilities Developing sustainable places and communities</p> <p>NI 141 Number of vulnerable people achieving independent living NI 163 Working age population qualified to at least Level 2 or higher NI 163a Working age population qualified to at least Level 2 or higher, narrowing the gap between the north of the county and the rest of Warwickshire) NI 165 Working age population qualified to at least Level 4 or higher NI 165a Working age population qualified to at least Level 4 or higher, narrowing the gap between South East and Warwickshire average.</p>
<b>Timing Issues</b>	It is estimated that this review would take between 3 -4 months to complete (having an agreed final report ready for submission to the committee)
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	This is potentially a complex review and again the level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 240 to 264 hours or 40-44 days depending on the actual methodology used by the review. This assumes a review planning meeting, 3 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations. This includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	Improving skill levels amongst residents is central to strengthening the local economy, narrowing inequality gaps, improving the quality of life of residents, enhancing independence and developing and maintaining sustainable communities. With the current challenging financial climate and high unemployment, it is fundamentally important to ensure the provision of appropriate skills and learning opportunities. Between April 2008 and June 2010, the number of people claiming job seekers allowance in Warwickshire has increased by 72.4%. (April 2008, 5,621 claimants, June 2010, 9,268 claimants). The skills agenda is a cross cutting issue, involving a number of different County Council teams and external organisations, therefore it is important to ensure that a co-ordinated approach is achieved.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>▪ To ensure that the skills agenda is joined up across the Council and partners</li> <li>▪ To ensure that the skills agenda and adult learning is meeting the needs of Warwickshire residents and local businesses</li> <li>▪ To consider the barriers and challenges individuals face in accessing learning and skills courses</li> <li>▪ To identify any gaps in provision</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Adult Learning</li> <li>▪ Basic Skills</li> <li>▪ Job Centre Plus</li> </ul> <p><u>Exclude</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Educational Attainment and Skills agenda for young people, 14-19 agenda</li> <li>▪ WCC’s training and development and workforce planning</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Recognisable improvement in skill levels across the county</li> <li>▪ Recognisable improvement in working age people on out of work benefits, number of vulnerable people achieving independent living, skills levels of the working age population and average earnings of employees in the area.</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p>The Environment and Economy Directorate are planning an internal review of the skills agenda, however timescales for this review have yet to be determined.</p>

Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Supporting the Local Economy</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Alan Cockburn, Environment and Economy
<b>Relevant Corporate/LAA Priorities/Targets</b>	Developing sustainable places and communities NI 171 - VAT registration rate NI 171a – VAT registration rate Nuneaton and Bedworth
<b>Timing Issues</b>	It is estimated that this review would take between 3 -4 months to complete (having an agreed final report ready for submission to the committee)  Whilst regional structures associated with economic development are changing (see below), this should not necessarily delay the start of this review.
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	This is potentially a complex review and again the level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 288 to 312 hours or 48-52 days depending on the actual methodology used by the review. This assumes a review planning meeting, 4 evidence sessions, evidence review meeting, meeting to develop conclusions and recommendations, between 4-5 local site visits and a best practice visit. This includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.

<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Given the current challenging economic climate and high unemployment, the local economy is a central concern for local residents and businesses. WCC has a key role to play in supporting the local economy; supporting existing businesses to survive and also stimulating the local economy by encouraging and supporting new businesses to develop and small businesses to expand. New and small businesses make a valuable contribution to the local economy, creating wealth, meetings gaps in the market and providing employment opportunities. Within the context of likely reduced public sector employment, creating employment opportunities within the private sector is crucial. Therefore, it is vitally important to ensure that WCC is proactively and innovatively providing support that meets the needs of local businesses and new emerging businesses.</p> <p>The coalition government is changing how it provides support to the economy. RDA's and Business Link have been dissolved and Local Enterprise Partnerships (LEPs) will be introduced to drive economic development and enterprise locally. The deadline for LEP proposals in the 6<sup>th</sup> September and it is anticipated that LEP for our sub-region will be in place by April 2011. It is important to consider how WCC can best engage with the LEP in order to ensure effective support to the local economy. It will be important that the review feeds into work undertaken in relation to developing LEP.</p>
<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>▪ To scrutinise how WCC is working to minimise the impact of the current economic climate on local businesses</li> <li>▪ To scrutinise how WCC is working to stimulate the local economy</li> <li>▪ To scrutinise the support available to new and small businesses and in light of changing policy context, review how support should be provided in the future</li> <li>▪ To establish how WCC is marketing the county as an attractive location for businesses</li> <li>▪ To examine how the Council responds to market failures</li> <li>▪ To examine whether existing policies, strategies and procedures provide sufficient flexibility for the Council to undertake its role as a strategic enabler of economic development</li> <li>▪ To identify best practice from other local authorities taking the lead to support economic development</li> <li>▪ To engage with representatives from local businesses, to establish the needs of local businesses</li> <li>▪ To identifying the support required by local businesses and consider how this support can be provided within the changing context surrounding economic development and the challenges surrounding public finance.</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Support offered by County Council and key partners (including District and Borough Councils, Connect Midlands, Coventry and Warwickshire Chamber of Commerce, Business Link, Warwick University, Coventry University)</li> </ul> <p><u>Exclude</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Unemployment</li> <li>▪ Skills agenda</li> </ul>



<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Recognisable improvements in the support available to local businesses</li> <li>▪ Recognisable improvements in the local economy</li> <li>▪ Increase the overall wealth of the county and its residents</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Post 16 Transport</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	Nick Williams, Kevin McGovern
<b>Relevant Portfolio Holder(s)</b>	Cllr Heather Timms
<b>Relevant Corporate/LAA Priorities/Targets</b>	Raising educational attainment and improving the lives of children, young people and families
<b>Timing Issues</b>	Start no earlier than January 2011 to take account of issues arising from the Government Spending Review
<b>Type of Review</b>	Select committee style
<b>Resource Estimate</b>	This review if commissioned is likely to take somewhere between 1-2 months to complete the review i.e. up to having an agreed final report ready for submission to committee,. A provisional estimate of scrutiny officer support is between 90 to 120 hours or 15 -20 days depending on the actual methodology used by the review. This assumes a review planning meeting, select committee, meeting to develop conclusions and recommendations, includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	The medium term savings plan agreed as part of the 2010/11 revenue budget resolutions assumes savings over 3 years of £1.3M [£379000 in 2010/11, £550,000 in 2011/12 and £371,000 in 2012/13]. The Children Young People and families OSC received a report on 23 June 2010 on the policy changes necessary to achieve the savings target. Concern was expressed about the impact on the education and achievement of children and young people, particularly in rural areas, and the consequent impact on providers. The focus of the review is to assess the impact of the changes already made, whether further changes would be required to respond to the Spending Review and the potential impact on the education and achievement of children and young people.
<b>Objectives of Review</b> (Specify exactly what the review should achieve)	<ul style="list-style-type: none"> <li>➤ Have the proposed changes to Post 16 Transport been implemented</li> <li>➤ Are further changes proposed</li> <li>➤ Identify any impact of changes already made on the attainment/education children and young people</li> <li>➤ Whether the proposed savings agreed as part of the 2010/11 budget are on track</li> <li>➤ Consider proposals for the future funding of the service.</li> <li>➤ What are the options for achieving any savings targets</li> <li>➤ How do the options impact on the education and attainment of children and young people</li> <li>➤ Assess the implications and impact of any future service changes</li> </ul>

<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> <li>•</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Savings targets achieved</li> <li>• No discernable adverse impact on the education and attainment of children and young people.</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

### Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>One Front Door and Leaner Processes including e-delivery and e-communications and the contribution of ICT to new ways of working</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	Kushal Birla, Tonino Cuiffini,
<b>Scrutiny Support</b>	TBC
<b>Relevant Portfolio Holder(s)</b>	Cllr Heatley, Cllr Hayfield, Cllr Butlin
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all corporate priorities
<b>Timing Issues</b>	Sooner rather than later
<b>Type of Review</b>	2/3 roundtables and possible workshop for members on systems thinking. Shadowing particular processes to understand the customer experience.
<b>Resource Estimate</b>	This review if commissioned is likely to take somewhere between 2-3 months to complete the review i.e. up to having an agreed final report ready for submission to committee,. A provisional estimate of scrutiny officer support is between 20-25 days depending on the actual methodology used by the review. This assumes a review planning meeting, workshop, 2/3 roundtables, meeting to develop conclusions and recommendations, includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.

<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Public Spending cuts mean that the Council needs to ensure the processes underpinning the delivery of services are as cost effective as possible. It needs to challenge traditional ways of providing services and explore different and more economic ways of delivering services.</p> <p>The One Front Door programme is, at this stage, essentially a strategic re-design of access facilities for the public and is likely to result in identifying the location of face to face access facilities and the need for channel migration. In terms of telephone contact and e-delivery the re-design will provide the basis for improved “leaner” access and delivery processes, but these will need to be developed on a service by service basis (although there will be some consistent underlying principles). E-delivery and e-communications development will be central to delivering the benefits potential made possible through the design stage of the project. E-delivery and e-communications developments are, however, already being pursued in some of the ICT supported projects e.g. Free School Meals, Highways Contact Process Improvements.</p> <p>It is suggested that members pick two or three areas where we have a large number of customer interactions and then look at the approach of the Council to channel management and its use of ICT to see what lessons can be learnt.</p>
<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>Do we understand the existing process? (As-is) Are there any non-value added steps in the process? Do we understand what customers value in the process and how are we delivering this? Is it delivering the intended benefits / outcomes? What are the opportunities for E-delivery / E-communications? (can the process be simplified [become leaner]) What are the trends for the service we are looking at? (capacity of existing service/ process) What affordable options are there for improvement? How do we sell the new offering to the public?</p>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>

<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Integrated strategies</li> <li>• Recognisable improvements in the delivery of services and/or cost effectiveness of services</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<ul style="list-style-type: none"> <li>○ Work has been carried out for the One Front Door programme examining current access channels used by the public, mosaic profiling and access preferences by different demographic groups for locality areas within Warwickshire, and WCC building mapping and evaluation.</li> <li>○ Partner organisations have provided details of their properties for the Rationalisation programme and these are being aggregated and mapped by the Observatory. Details of WCC properties such as condition, costs, tenure etc have been produced by Property Services</li> <li>○ Amongst others, ICT is contributing to the following improvement projects: <ul style="list-style-type: none"> <li>○ New Financial Systems</li> <li>○ Implementation of New Committee Reporting Processes/Systems</li> <li>○ Highways Contact Processes Implementation</li> <li>○ Disabled Facilities Grants Process Improvement</li> <li>○ Adult Services Transformation Programme</li> <li>○ Central/Local Print Process Improvements</li> <li>○ Free School Meals Process Improvements</li> </ul> </li> </ul> <p><b><i>Timescales</i></b></p> <ul style="list-style-type: none"> <li>○ An interim One Front Door report was taken to the programme board on 14 July with recommendations for the next steps.</li> <li>○ Plans are being prepared for the next phase of the project</li> <li>○ ICT Projects are at varying stages of completion and timescales vary accordingly.</li> </ul>

## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>The Big Society</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	Kate Nash & Nick Gower Johnson
<b>Relevant Portfolio Holder(s)</b>	Cllr Colin Hayfield and potentially others depending on the focus
<b>Relevant Corporate/LAA Priorities/Targets</b>	<p>Potentially all depending on the focus:</p> <ul style="list-style-type: none"> <li>• Raising educational attainment and improving the lives of children, young people and families</li> <li>• Maximising independence for older people and people with disabilities</li> <li>• Developing sustainable places and communities</li> <li>• Protecting the community and making Warwickshire a safer places to live</li> </ul>
<b>Timing Issues</b>	<ul style="list-style-type: none"> <li>• It would be helpful for the Review to take place sooner rather than later to assist in the development of the Council's approach to this key policy strand of the new coalition government</li> </ul>
<b>Type of Review</b>	On balance a Select Committee style approach would be preferable as this would give members of the Review Group the opportunity to hear first hand from a selection of local people, community activists, representatives of 3 <sup>rd</sup> Sector organisations and relevant officers.
<b>Resource Estimate</b>	This review if commissioned is likely to take somewhere between 1-2 months to complete i.e. up to having an agreed final report ready for submission to the board. A provisional estimate of scrutiny officer support is between 90 to 120 hours or 15 -20 days depending on the actual methodology used by the review. This assumes a review planning meeting, a select committee style evidence session, and follow up meeting to develop conclusions and recommendations. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.

**Rationale**  
(Key issues and/or  
reason for doing the  
review)

- The Big Society was launched by the Prime Minister on the 19<sup>th</sup> July 2010. It aims to address the findings of a Citizenship Survey which found that *“Only a minority of people feel that they can influence local decisions or have engaged in some form of civic participation in the last year.”* As such The Big Society aims to give more power and responsibility to communities.
- The Building the Big Society document outlines five areas that the Coalition will prioritise in order to take the Big Society forward:
  - Giving communities more power
  - Encourage people to take an active role in their communities
  - Transferring power from central to local government
  - Supporting co-ops, mutuals, charities and social enterprises
  - Publishing government data.
- Voluntary Sector - The government believes that centrally driven, top-down government strips away the sense of ownership and responsibility from people who use public services and disempowers the employees who run them. To address this they have said that they will support the creation and expansion of mutuals, cooperatives, charities and social enterprises so that they can have a much greater involvement in running public services.
- A proposed Communities First Fund will be set up to target the most disadvantaged areas in the country, providing start up funds to support the creation of neighbourhood groups. They will also give public sector workers the right to form employee-owned cooperatives, to take over the services they deliver. A Big Society Bank will be established through the funds from dormant bank accounts, which is intended to provide finance for neighbourhood groups, charities, social enterprises and nongovernmental groups.
- Sutton, Liverpool, Windsor & Maidenhead and Eden Valley will pilot the initiative receiving help to set up a range of projects.
- Warwickshire needs to take on the Big Society concept and collectively agree what this might look like for Warwickshire.
- It will be of critical importance to ensure that the Review Group identifies long standing areas of the Council’s policy and delivery which already contribute substantially to the key policy areas expressed by government. The enquiry should consider whether and if so how the Big Society can be delivered within the context of ‘smaller government’ and reducing public sector resources.
- The enquiry should also consider the contribution of the faith sector to the objectives of the Big Society and how the Council can exercise its community leadership role to maximise its contribution
- There is already a substantial number of community activists and volunteers in the county. The Review should hear from a group of them to find out how they are currently supported and whether the current methods of support are appropriate and / or as effective as they might be
- The Council cannot on its own assist the delivery of the Big Society. The enquiry should identify the current and foreseeable approaches of key partners and identify the scope for joined up strategy and activity
- The scope of the big society concept is vast. Suggested focus for the T&F Group are highlighted below:



<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>• Identifying the most appropriate ways in which the Council, across its Directorates, can support the Big Society</li> <li>• Identifying the current relevant activities of the Council and considering whether these remain appropriate</li> <li>• Identifying the most appropriate range of support for volunteers and community activists</li> <li>• Identifying the links and dependencies between a number of existing activities and approaches – especially the roll out of Locality Working</li> <li>• Establish how the council and its partners could build social capital to achieve 'big society'</li> <li>• Identify services that could potentially benefit from community involvement</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Identification of current contributions of the Council to the establishment of the Big Society</li> <li>• Identification of the most appropriate ways in which the Council and its partners can continue to support the establishment of the Big Society</li> <li>• Identification of the current and future contributions of public sector partners and ways in which our combined efforts can produce maximum results</li> <li>• Recommendation of the essential requirements to be included in any new policy of the Council relating to the Big Society</li> <li>• Recommendation of a whole Council approach to the support of the Big Society</li> <li>• Full inclusion and participation of citizens, and other stakeholders in the review and their endorsement if its findings</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<ul style="list-style-type: none"> <li>• At a Warwickshire level work is being taken forward through a collaborative enquiry model to assess the impact of the Big Society concept upon Warwickshire County Council. This forms part of the work being led through the Transformation 2013 Group. Three collaborative enquires have been established: Big Society (underway and work led by Kate Nash / Nick Gower Johnson), Public Health (work to be led by Monica Fogarty) and Early Intervention (underway and work led by Elizabeth Featherstone / Nick Gower Johnson)</li> <li>• There is a Coventry and Warwickshire voluntary/independent sector conference on the Big Society 19<sup>th</sup> October 2010.</li> </ul>

## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Services for all - How do we ensure we deliver to hard to reach groups?</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	Kushal Birla, Nick Gower-Johnson
<b>Relevant Portfolio Holder(s)</b>	
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all corporate priorities are engaged
<b>Timing Issues</b>	October to December with view to reporting to Overview and Scrutiny Board on 12.01.2010.
<b>Type of Review</b>	Couple of roundtables with 2/3 focus groups with some hard to reach groups to gather evidence, a planning session and session to develop conclusions and recommendations
<b>Resource Estimate</b>	This review if commissioned is likely to take 3 months to complete i.e. up to having an agreed final report ready for submission to committee. The level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 25-30 days. This assumes a review planning meeting, 2 roundtables, meeting to develop conclusions and recommendations, and 2/3 facilitated focus groups. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	<p>When facing significant cuts in public spending there is a risk that the re-design of public services will adversely affect some people more than others. We need to ensure that as far as possible we don't widen the inequality gaps and create further inequalities in our efforts to streamline processes. Hard to reach groups can often comprise vulnerable people and it is suggested that this review assesses what plans we have to safeguard the needs of these individuals when looking at service re-design, how well we are co-ordinating our efforts, avoiding duplication and sharing information and best practice across the organisation and with partners.</p> <p>A person (or community) can be described as hard to reach if they are:</p> <ol style="list-style-type: none"> <li>1. unaware of services provided by WCC or other service providers in the county, or</li> <li>2. is unable to take advantage of services provided by WCC or other service providers in the county, or</li> <li>3. is reluctant to take advantage of services provided by WCC or other service providers in the county.</li> </ol> <p>The review will concentrate on those hard to reach groups which also include vulnerable people.</p>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>Development of a clearer understanding of who WCCs and its partners harder to reach groups are,  Development of a clear understanding of the challenges facing them and what barriers result in them being harder to reach and how these can be overcome  Development of a clearer understanding of the plethora of work underway in specific service areas to engage with harder to reach groups and how best practice from this work can be shared and duplication minimised  How do we ensure that our plans for service redesign incorporate the needs of these groups?  What evidence is our Equality Impact Assessments programme highlighting in terms of groups that seem to be under-represented and in what areas of work?  Does the council and its partners have a consistent approach to equality impact assessments?  What steps are we taking to ensure they are not disproportionately disadvantaged in any public spending cuts?  What framework/approach should we use in prioritising/targeting future interventions to maximise investment?</p>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u>  The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u>  The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented with a view to improvement</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• The needs of hard to reach groups are taken account of in service re-design</li> <li>• Equality and diversity impact assessments on proposals for changes in service do not indicate a disproportionate effect on hard to reach groups</li> <li>• We have robust mechanisms for sharing information, best practice and minimising duplication</li> </ul>

**Other Work Being Undertaken**

(What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)

There is a diverse range of work undertaken by the authority into learning more about these specific communities and their needs through consultation work as well as demographic and social research and projects such as Customer Insight.

There are initiatives and projects being implemented and developed to advertise and promote the services in a number of ways that make it easier for hard to reach groups to find out about the services and therefore potentially be better informed and equipped to use them.

For example, AHCS have worked hard in the past year to address the issue of hidden and hard to reach carers. As a major theme in the last year and building on National Carers Week, they adopted a brand, designed by carers, for carers, which showed carers as a hidden group. Using this brand the image was placed on a public bus which travelled the length and breadth of the County. This was combined with the use of life size posters and a leaflet drop in all free newspapers in areas which corresponded with the location of the bus. This activity resulted in a month on month increase in the number of people accessing the carers website. This approach has led to new carers becoming engaged in the implementation of the carers strategy and accessing support services.

As part of the review of locality working, a number of suggestions were put forward as to how a more representative access and attendance at Community Forums could be achieved.

The Warwickshire Localities online forum pilot supports Locality Working and Community Forums by providing an online space for the public to share their views when they want, not when public meetings are scheduled. This provides greater flexibility and choice about how citizens engage in local decision making and is also expected to be a key tool for engaging hard to reach groups who may not currently engage through 'traditional' channels.

### Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>The Future of Performance Management and Business Planning</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	Monica Fogarty, Tricia Morrison
<b>Scrutiny support</b>	TBC
<b>Relevant Portfolio Holder(s)</b>	Cllr Farnell, Cllr Hayfield
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all Corporate Priorities
<b>Timing Issues</b>	Phase 1 – Performance Management – October to November – report to Overview and Scrutiny Board meeting 12.1.2010  Phase 2 – Business Planning – March to April – report to Overview and Scrutiny Board May 2011
<b>Type of Review</b>	Phase 1 – couple of roundtables – one internally focused and one partnership focused with a planning session and session to consider findings, conclusions and recommendations. 2/3 local visits to other organisations to explore approaches if necessary.  Phase 2 – TBD – Phase 1 to make proposals about most appropriate methodology but minimum of 20 days.
<b>Resource Estimate</b>	This review if commissioned is likely to take somewhere between 3 months to complete the review i.e. up to having an agreed final report ready for submission to committee. The level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 15-20 days. This assumes a review planning meeting, 2 roundtables, meeting to develop conclusions and recommendations, 2 facilitated local site visits. It includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.

**Rationale**

(Key issues and/or reason for doing the review)

The Performance Management landscape has changed dramatically with the new Coalition Government. Comprehensive Area Assessment (CAA) has been abolished and the Audit Commission with it. Statutory Local Area Agreements (LAAs) with their 35 targets linked to the National Indicators will come to an end in March 2011. The national Place Survey has been scrapped. And the National Indicator set looks likely to go the same way or at the very least be drastically pruned down to a minimal number.

The new Secretary of State, Eric Pickles, has announced that his priorities are: "Localism, localism, localism". So now, how local authorities organise to deliver and performance manage their services will be essentially up to them - with minimal reporting up to Government. There will however be a clear expectation that local councils are accountable to local citizens and service users. Instead of organising performance management around meeting central Government requirements, it is up to councils to performance manage their services in a way that is suitable and appropriate to their own local circumstances and preferences.

**Phase 1**

WCC's Performance Management Framework will be completely refreshed to reflect changed government policy regarding:

- The partnerships agenda (expected abolishment of LAAs)
- External inspection and regulation (abolition of CAA)
- The abolition of the Place Survey and anticipated end of National Indicators
- "Localism, localism, localism"
- Increased accountability and transparency
- Increased focus on value for money

The increased freedoms and flexibilities will mean that we have the opportunity to create a PM Framework that is right for Warwickshire and reflects its pressures and priorities - hence the proposed timing of the review. Work to refresh the performance management framework will start in August/September and culminate in agreed measures implemented from 1<sup>st</sup> April 2011.

The Performance Management Framework will start to be refreshed in September, but realistically the timescales will depend on the announcement of further government policy. We would work to implement a new framework from April 2011.

**Phase 2**

The new approach to business planning will be for 2012 - 15 and the 2012 budget. The Council will need to ensure that its business planning framework is fit for purpose and that for the financial year 2012 and onwards it has a robust framework that aligns priorities with resources. Discussions need to start early in March/April 2011 to ensure arrangements are in place well in advance of the 2012 budget round.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p><b>Phase 1</b> Identify what information we collect at the moment and intend to continue to collect? Identify what information we need to be able to assess our performance from the perspective of the public, councillors, the organisation and our partners? What should we be measuring and do we have the systems in place to do so? What should our key performance indicators be? How do we ensure performance information drives improvement?</p> <p><b>Phase 2</b> What do our business planning processes need to look like in order to ensure we match resources with priorities? How do we ensure our business planning processes drives improvement by utilising performance information and financial information effectively? How do we ensure our processes provide a robust system for managing risks and taking advantage of opportunities?</p>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Reports on performance are meaningful, understandable to the public and councillors and timely</li> <li>• Effective use of performance information to drive improvement</li> <li>• Streamlined and responsive business planning process in place which enables the Council to respond to new challenges effectively</li> <li>• Councillors, the public, partners and the organisation has a clear picture of our performance</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<ul style="list-style-type: none"> <li>• A discussion paper is being drawn up for consideration by SDLT. The intention is to gain an initial steer from SDLT of our approach to Business Planning and Performance Management for 2011-14.</li> <li>• The rationalisation of performance indicators is an area of work that will be undertaken as part of a wider review of WCCs performance management framework.</li> <li>• All performance indicators will be reviewed as part of our annual review and refresh process and the business planning cycle. This process will start around September/October and will culminate in an agreed set of measures included in each Directorate Business Plan for implementation from 1<sup>st</sup> April 2011.</li> <li>• SDLT and Members will all have a role to play in the development, scrutiny and eventual agreement of the final basket of performance indicators.</li> </ul>





## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Locality Working</b>
<b>Panel/Working Group etc – Members</b>	Partnership Scrutiny
<b>Key Officer Contact</b>	Nick Gower-Johnson
<b>Relevant Portfolio Holder(s)</b>	Cllr Hayfield
<b>Relevant Corporate/LAA Priorities/Targets</b>	Potentially all corporate priorities are engaged
<b>Timing Issues</b>	No particular timing requirements
<b>Type of Review</b>	<p>As well as taking a broad overview across the county say through a couple of roundtables/evidence sessions at county level. This review could look at 2/3 localities based on community forum areas and examine in more detail how public services are developing in those areas and hold local evidence sessions in those areas.</p> <p>We should seek some geographical balance across this sample and also consider looking discretely at issues arising in urban, and rural areas. One of the areas selected should comprise a set of communities affected by multiple issues of disadvantage / deprivation.</p> <p>We should ensure that this review deliberately considers matters from the perspective of communities and citizens rather than the agencies that serve them</p>

<p><b>Resource Estimate</b></p>	<p>This review if commissioned is likely to take somewhere between 3-4 months to complete i.e. up to having an agreed final report ready for submission to committee. This is potentially a complex review and again the level of support required will depend on the exact methodology adopted by the review. A provisional estimate of scrutiny officer support is between 252 to 264 hours or 42-44 days depending on the actual methodology used by the review. This assumes a review planning meeting, 4/5 evidence sessions (including sessions in the 2/3 localities), evidence review meeting, meeting to develop conclusions and recommendations, it includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.</p> <p>In planning and scoping the review and in order to ensure efficiencies, we should be very careful not to repeat work recently completed in respect of the Review of Locality Working undertaken by Nick Gower Johnson. The report has been widely distributed for comment and many comments and suggestions have been received, the overwhelming majority of which are constructive and helpful.</p> <p>A comprehensive improvement plan will result from the Review of Locality Working and this work should not be scrutinised or repeated.</p>
<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Work is already underway in relation to the role, operation and effectiveness of community forums and area committees.</p> <p>It is therefore suggested that any scrutiny review should explore locality working in the broader sense in terms of a) Establishing an approach to shaping the delivery of services that are locally relevant &amp; locally sensitive and b) Should focus on ways in which our Locality Working arrangements can and should support communities and citizens to take control of the key issues that affect them and c) Should explore ways in which the costs of resourcing the work can be shared more equitably across the Public and 3<sup>rd</sup> Sectors</p> <ul style="list-style-type: none"> <li>• Localisation is primarily about tailoring services to meet local needs; about improving access to services; engaging and empowering the community to be fully involved in providing solutions and improving confidence. In progressing towards localisation we will need to: <ul style="list-style-type: none"> <li>- identify at which level our services are best delivered;</li> <li>- decide with partners the extent to which they are prepared to be part of a 'coalition' to take this forward;</li> <li>- consider how shifts in power to a local level can be facilitated by councillors and officers and how this impacts on our organisational structures, skills and culture</li> <li>- review how we deliver services with the intention of reducing accommodation numbers through modern flexible and IT developments</li> </ul> </li> </ul>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> <li>• Review the effectiveness of the localities strategy?</li> <li>• Identify factors/barriers that prevent localisation?</li> <li>• What progress has been made to deliver against this vision of localisation?</li> <li>• How is the localisation agenda being developed and driven across directorates and partners and is there consistency?</li> <li>• To what extent are service/transformation developments governed by the localities agenda?</li> <li>• To identify ways in which Locality Working can and should support communities to take greater control</li> <li>• To identify improved arrangements for resourcing locality working collaboratively across the public and 3<sup>rd</sup> Sectors</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• TBC</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Co-ordinated approach to the delivery of services in localities</li> <li>• Service delivery models are appropriate/adapted to take account of the different needs of localities</li> <li>• Recognisable improvements in delivery of services and/or cost effectiveness of services</li> <li>• Improved arrangements for citizens and communities to take greater control over issues affecting their communities</li> </ul>

**Other Work Being Undertaken**

(What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)

***Current activity***

Operation and effectiveness of community forums and area committees

- A localities review has been conducted and a final report circulated for comment in advance of it being considered by the Stronger Communities Strategic Partnership Group later this month. Once the recommendations included within the review have been agreed by the Partnership, this will be considered formally by each partner organisation. WCC Cabinet will be considering the recommendations from the review on 14<sup>th</sup> October.
- The review is primarily concerned with the effectiveness of community forums however, there are some recommendations regarding wider localisation considerations. Suggestions are made that consideration should be given to the transfer of some functions from area committee to community forums, but the review has not sought to provide comprehensive proposals regarding the future role of area committees.
- A Scrutiny review proposed in respect of the Big Society – currently in its formative stages
- The Scrutiny Review currently being undertaken in respect of Public Engagement
- Currently, work is being carried out regarding partnership structures and ways of working, and the future role of Area Committees

Wider locality working

- The localities review does cover wider considerations regarding neighbourhood management but this is not the primary focus on the report and therefore is not detailed.

Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Household Waste Recycling Centre (HWRC) Provision</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Cockburn, Environment and Economy
<b>Relevant Corporate/LAA Priorities/Targets</b>	Developing sustainable places and communities NI 191 Residual Household Waste per Household
<b>Timing Issues</b>	The Portfolio Holder / Leader decision regarding the specification of the contract needs to happen prior to 1 <sup>st</sup> November 2010, therefore if commissioned the single issue meeting will need to take place within October.  This review will constitute a single meeting, with findings and recommendations reported to the Chair, Vice Chair and Spokes for Communities OSC. The Chair of Communities OSC will report recommendations to the Portfolio Holder and Leader prior to the decision being made.
<b>Type of Review</b>	Single meeting – roundtable discussion
<b>Resource Estimate</b>	This is proposed as a short, sharp scrutiny exercise. A provisional estimate of scrutiny officer support is between 2-3 days, or 12-18 hours. This includes the preparation for a single issue meeting, research time, liaison and contact with witnesses, one single issue meeting, liaising with members to agree recommendations and writing and submitting a report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	In November 2011 the current contract for six of the Household Waste Recycling Centres (HWRC) will end. This offers an opportunity to introduce a new focussed contract to improve services, improve performance and realise efficiencies. On the 9 <sup>th</sup> September 2010, Cabinet referred the decision making regarding the specification of the contract to Cllr Cockburn as Portfolio Holder and Cllr Farnell as Leader. This includes the following: <ul style="list-style-type: none"> <li>i) Number and location of HWRC's</li> <li>ii) Facilities and services at each HWRC</li> <li>iii) Opening days and times</li> <li>iv) Changes in policies</li> </ul>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The objectives of the single issue meeting will be:</p> <ol style="list-style-type: none"> <li>1) To scrutinise the process undertaken in reaching the decision regarding the specification of the contract</li> <li>2) To consider whether the proposed contract specification meets the current and future needs of Warwickshire residents</li> <li>3) To consider whether the proposed contract will improve services, improve performance and realise efficiencies</li> <li>4) To make recommendations to Portfolio Holder and Leader in relation to the above.</li> </ol>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• Contract specification for Household Waste Recycling Centre (HWRC)</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• Procurement process</li> <li>• Implementation of contract</li> <li>• Waste / recycling strategy</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> <li>• A contract specification which is fit for purpose to meet the current and future needs of Warwickshire residents, improve services, improve performance and realise efficiencies</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• An increase in recycling at the HWRC's</li> <li>• A more cost effective service</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	