

Overview and Scrutiny Board

10 November 2010

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Wednesday 10 November 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 5 October 2010

Part 1 Partnership Matters

2. Update Report – Progress on the One Front Door Programme

Report of the Strategic Director, Customers, Workforce and Governance

Good progress has been made on setting the strategic context and understanding the wider implications of the One Front Door agenda. This has been supplemented by significant, detailed research on services, customers, communities and respective demographics.

Recommendation

That the Board considers and comments on the progress of the One Front Door Programme.

For further information please contact Kushal Birla, Head of Customer Service and Communications, Tel: 01926 412013 E-mail kushalbirla@warwickshire.gov.uk.

3. Sub-Regional Programme of Collaboration

Report of the Assistant Chief Executive

This paper provides the Board with an update on the County Council's contribution and involvement with the sub-regional work programme building upon outcomes from the Total Place Pilot.

Recommendation

That the Board considers and comment on the County Council's contribution and involvement with the sub-regional work programme.

For further information please contact Monica Fogarty, Assistant Chief Executive, Tel: 01926 412514 E-mail monicafogarty@warwickshire.gov.uk or Simon Robson, Head of Partnerships, Tel: 01926 412942 E-mail simonrobson@warwickshire.gov.uk.

4. Proposals for Joint Scrutiny and Overview and Scrutiny

At the last Board meeting a proposal for a task and finish group on Control of Alcohol was put forward for a possible partnership scrutiny. Following comments from the Board the proposed terms of reference were referred

back to the Communities Overview and Scrutiny Committee for consideration at its meeting on 3 November 2010. A copy of the proposed terms of reference and any comments from the Committee will be forwarded following that meeting.

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

Part 2 Council Matters

5. 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 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.

6. 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.

7. Review of Communication with the Public and Financial Accountability Task – Interim Report

Report of the Chair of the Task and Finish Group

Since August 2010 a small group of elected members has been working on a two-part review looking at how the County Council is communicating with

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



stakeholders over the financial challenges it is facing and how, to ensure accountability, it will ensure financial information is accessible and transparent. This interim report focuses on the first part of the review.

Recommendation

That the Overview and Scrutiny Board comment on the interim report and forward the task and finish group's recommendations to Cabinet for implementation.

For further information please contact Councillor Tim Naylor, Tel: 07070727134 E-mail cllrnaylor@warwickshire.gov.uk or Paul Williams, Overview and Scrutiny Officer, Tel: 01926 418196 E-mail paulwilliamscl@warwickshire.gov.uk

8. Key Messages from recent consultation and engagement and some issues concerning the future of the Council's approach

Report of the Strategic Director for Customers Workforce and Governance

This Report summarises some key messages from consultation and engagement exercises undertaken by the Council during 2009/10, and suggests ways in which the Council could improve and gain greater value from its consultation and engagement activities

Recommendation

The Board is asked to:

- 1) Consider the key messages from the corporate, directorate and partnership consultation and engagement activities conducted over the period between 1st April 2009 and 30th March 2010.
- 2) Consider the proposed improvements to the Council's approach to consultation and engagement
- 3) Make such comments as it thinks fit to be relayed to the Cabinet (18th November 2010)

For further information please contact Nick Gower-Johnson, County Localities and Communities Manager, Customers Workforce and Governance Directorate, Tel: 01926 412053 E-mail nickgower-johnson@warwickshire.gov.uk and Monika Rozanski, Senior Project Manager, Tel: 01926 736124 E-mail monikarozanski@warwickshire.gov.uk.

9. Scrutiny Reviews Progress Report and New Proposals for Task and Finish Groups

Report of the Strategic Director for Customers, Workforce and Governance

The Board is asked to comment on the progress of scrutiny reviews and consider any new proposals for task and finish groups to undertake reviews.

Recommendation

That the Overview and Scrutiny Board

- (1) Comments on the progress of the scrutiny reviews
- (2) Considers any new proposals for task and finish groups
- (3) 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

10. 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 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.

11. Any Other Items

Which the Chair decides are urgent.

12. Dates of Future Meetings

The future meetings of the Board are scheduled as follows at 2pm on:

12 January 2011
16 March 2011
25 May 2011
20 July 2011
28 September 2011
30 November 2011
25 January 2012
28 March 2012

Jim Graham
Chief Executive
Shire Hall
Warwick

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.

Co-opted members for Partnership matters as follows

District / Borough Council

| | |
|--|---------------------------|
| North Warwickshire Borough Council: | Councillor Jeremy Bowden |
| 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 NHS Warwickshire

Clive Parsons
Janet Smith

Portfolio Holders:-

Councillor Colin Hayfield -Customers, Workforce and Partnership

Councillor Peter Butlin – Workforce and Governance

Councillor Martin Heatley - Resources

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

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



MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 5 OCTOBER 2010

Present:

Members of the Board:

Councillors: Les Caborn
Michael Doody
Julie Jackson
Tim Naylor
Jerry Roodhouse
John Ross
Chris Saint (Chair)
Dave Shilton
John Whitehouse
Sonja Wilson

Co-opted members

For Partnership

Matters Councillor Jeremy Bowden (North Warwickshire Borough Council)
Councillor Claire Edwards (Rugby Borough Council)
Councillor Bill Gifford (Warwick District Council)
Councillor Sue Main (Stratford-on-Avon District Council)
Janet Smith (NHS Warwickshire)

Portfolio Holder Councillor Peter Butlin

Officers: Bill Basra, Partnerships Delivery Manager
John Betts, Head of Corporate Finance
David Carter, Strategic Director Customers, Workforce and Governance
Jim Graham, Chief Executive
Ann Mawdsley, Principal Committee Administrator
Richard Maybey, Assistant to Political Group (Labour)
Jane Pollard, Democratic Services Manager
Daniel Rodwell, Student on Work Placement
Steve Smith, Head of Property
Phil Triggs, Group Manager – Treasury and Pensions

1. General

(1) Apologies

Apologies for absence were received on behalf of Councillor Peter Fowler, Councillor Colin Hayfield, Councillor Martin Heatley, Councillor June Tandy (replaced by Councillor Julie Jackson for this meeting), Councillor John Haynes (Nuneaton and Bedworth Borough Council), Clive Parsons (Warwickshire Police Authority) and Monica Fogarty.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Julie Jackson declared a personal interest as her daughter uses post-16 transport.

Councillor Jerry Roodhouse declared a personal interest in all items relating to health matters as Chair of the Warwickshire LINK Council.

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

The minutes of the meeting of the Overview and Scrutiny Board held on 21 July 2010 were agreed as a true record and signed by the Chair. There were no matters arising that were not covered as part of the Agenda items.

Part 1 – Partnership Matters

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

The Board considered the report of the Strategic Director of Customers, Workforce and Governance setting out those proposals for task and finish groups which might benefit from joint scrutiny and containing information about the overview and scrutiny work programmes being undertaken by Warwickshire District and Borough Councils.

Public Service Reform Task and Finish Group – This Group was already underway with Councillor John Ross in the Chair and the membership included Clive Parsons (Warwickshire Police Authority) and Janet Smith (NHS Warwickshire).

Locality Working – There was a corporate review of Locality Working being undertaken at present which was scheduled to be reported to Warwickshire County Council's Cabinet and other agencies in November. Members agreed that a Task and Finish Group should not be commissioned until the outcomes of this review were available.

Alcohol – Review of Licensing across the County - Members agreed that this review could be widened to address the wider issue of alcohol abuse and include all stakeholders (County Council (DAAT and Trading Standards), District and Borough Councils (Licensing), Police and Health). Councillor John Whitehouse noted that the proposal had been put forward by the Communities O&S with the intention of focusing on the licensing element. He agreed that there may be an opportunity to broaden the scope of the review within reasonable limits. Councillor Jerry Roodhouse stated that the Task and Finish Group should be delayed until completion of the Drug and Alcohol Management Group report (as set out in the scope), to avoid duplication.

It was agreed that these proposals would be considered as part of Item 9 – Proposals for Task and Finish Groups, later on the agenda.

Part 2 – Council Matters

3. Public Question Time

None.

4. Questions to the Portfolio Holder/Portfolio Holders Update

The Chair welcomed Councillor Peter Butlin and informed the Committee that Councillor Martin Heatley was still not well and that Councillor Colin Hayfield had been unable to attend the meeting.

In response to questions put to Councillor Peter Butlin, the following points were noted:

1. Councillor Dave Shilton asked if anything could be done in relation to the decision regarding car park attendants.

Councillor Peter Butlin responded that while he agreed that this decision could have negative impacts, that this was not part of his portfolio and that he had brought this issue to the attention of Councillor David Wright (in Councillor Martin Heatley's absence) and was waiting for a response. The Chair reminded the Committee that this situation had arisen from the budget approved in February 2010 and the Committee had previously agreed that this matter should be dealt with by the Cabinet.

2. Councillor Tim Naylor made reference to previous discussions about budget scrutiny at both the Board and during the Communication with the Public and Financial Accountability Review, and asked whether there was likely to be any more transparency to the process in the future?

Councillor Peter Butlin replied that the Leader had appointed a Conservative Budget Review Group, who would publish a Budget Framework for discussion at full Council on November 2, with a final decision to be made by full Council in February 2011.

Councillor Tim Naylor responded that there was not enough cross-party Member involvement in the Budget Review Group, and not enough communication with staff or the public.

3. Councillor Dave Shilton asked about the cost effectiveness and implications for District/Boroughs from the possible closure of some waste recycling centres, particularly in light of the focus put on recycling by Local Authorities.

Councillor Peter Butlin undertook to forward this concern to the relevant Portfolio Holder.

Councillor John Whitehouse stated that a report on Household Waste Recycling Centre Provision had been considered by the Cabinet at their meeting on 9 September, and a final decision would be made in

early November 2010. Councillor Whitehouse proposed a single-issue meeting be held during October to consider community issues and to scrutinise the rationale behind the decision.

The Chair thanked Councillor Butlin for his responses and noted that the concerns would be forwarded to the relevant Portfolio Holders.

5. Treasury Management Monitoring Report 2010/11

The Committee considered the report of the Strategic Director, Resources setting out the progress of the treasury management process during 2010/11.

John Betts summarised the Treasury Management Strategy for the Authority and ran through the performance outlined in the report, covering the first four months of this year.

During the ensuing discussion the following was noted:

1. There was a significant difference in the returns achieved by In house and Aviva Investors (both receiving a 50% investment and Aviva Investors achieving a return three times more than In-House). The Council was reviewing its In-house investments and considering financial instruments paying better rates, such as Treasury Bills. It was agreed that the gap in performance between In house and Aviva Investors should be included in future reports, with an eye to reducing the gap.
2. The Appendix to the report largely reflected the prioritising of the capital programme rather than the funding of the capital programme (in terms of reduced borrowing requirements). Members agreed that this prioritisation needed to be smarter and sharper.
3. The Treasury Management Monitoring Report was produced every four months.

The Overview and Scrutiny Board agreed to receive the next Treasury Management Monitoring Report to their January meeting, in the same format, with the additional of trend information on In house and Aviva Investments.

6. LAA Quarter 1 Performance Report 10/11

The Committee considered the report of the Assistant Chief Executive presenting an analysis of the LAA performance as at Quarter 1 for 2010/11. Bill Basra noted that the future of LAAs was uncertain and partnership working was changing to reflect that.

A discussion following and it was noted:

1. In response to a query regarding Warwickshire Partnership, it was noted that in moving forward there were a lot of lessons to be learnt and there were opportunities for the Public Service Reform Task and Finish Group to look at what had worked, what hadn't, and what should be focussed on in the future.
2. The Local Area Agreement should have had a greater focus on outcomes and what value services and partnership working provided to the people of Warwickshire.

3. It was noted that should LAAs be discontinued in the future, there would still need to be some form a measure to work against.
4. It was agreed that “Outcome Based Performance Workshops” should be explored to look at the best way of managing performance.
5. Members agreed there was insufficient information to enable intelligent comment. Fuller information was required, including what the targets had been based on, greater accuracy within reports (particularly in relation to Appendices) to enable Members to give an informed response. Bill Basra noted that information on indicators was held by the relative Directorate or partner agency, and this was also information was also recorded on the Warwickshire Hub. Jane Pollard agreed to assist Members access additional information on any specific areas of concern they may have.
6. There needed to be better public consultation to measure outcomes and any improvement to the lives of citizens, as well as ensuring that resources were targeted to the right areas for support.
7. Members agreed that as the areas of concern highlighted in the report related to the Children and Young People Directorate that the Children and Young People Overview and Scrutiny Committee would be in a better position to raise the issues with the Portfolio Holder and Directorate.

The Committee agreed to refer their concerns to the Children and Young People Overview and Scrutiny Committee (as set out in point 7 above), for consideration at their next meeting.

7. Update Report – Progress on Property Review

The Committee considered the report of the Strategic Director, Resources, providing an update on current progress and the next steps in the programme of projects being undertaken to rationalise the Council’s property/estates.

During the ensuing discussion the following issues arose:

1. Steve Smith assured Members that the work undertaken since 2007 as part of the Property Review would not be repeated. He added that the Review was coming to an end, and had provided an opportunity to look at both County Council and partner properties, but the programme was ongoing and areas continued to be revisited to ensure the best use was being made of property.
2. The Climate Change Strategy had highlighted the fact that property was one of the largest elements of the County Council’s CO2 blueprint.
3. Steve Smith reported that the rationalisation programme would take place over the next three years, in line with budget timescales. The aim was to reduce the property portfolio by 30% which was expected to have a revenue impact of approximately £4.5m.
4. In response to a query regarding accountability and the involvement of local Members and scrutiny of decisions, Steve Smith stated that there was full awareness of the need for accountability and the programme would definitely be carried out with Local Member input.
5. There were opportunities for the County Council in the smallholdings estates, and these would have to be taken where appropriate.
6. Steve Smith added that the County Council had 911 different pieces of property, only 6% of which was office accommodation. Consideration

had to be given to whether property was needed to deliver services, but there also needed to be change in mindset in relation to associations with buildings rather than services. Where possible there needed to be one front door for all services and more needed to be done to promote hot desking and home working to achieve maximum savings for all services.

7. Where property leases came up for renewal, it was important that the Head of Property was notified as early as possible.
8. Members congratulated Steve Smith on the work that had been done in mapping out the current portfolio of properties and moving this agenda forward.
9. Jim Graham stated that this programme provided an opportunity for Members and would form part of the immediate budget proposals. He added that sacrifices would have to be made and Members needed to separate services from buildings.

The Committee noted the report and requested regular updates on a six-monthly basis.

8. Work Programme 2010-11

The Committee agreed the work programme with the following additions:

- Future Role of Corporate Consultation (10 November 2010)
- One Front Door Update (10 November 2010)
- Treasury Management Monitoring Report 2010/11 (January 2011)
- Update Report – Progress on Property Review (six monthly)
- Updates from Task and Finish Groups.

9. Proposals for Task and Finish Groups

The Committee agreed the scopes and timing allocations for the following Task and Finish Groups, which were already underway:

- Rugby A&E Services Consultation
- Antenatal and Postnatal Services for Teenage Parents
- Communication with the public and Financial Accountability (an update on Phase 1 -Communication with the public, to report to the Board on 10/11/10 for Phase 1 and the final report on Phase 1 and Phase 2 – Financial Accountability to the meeting on 12/01/11, subject to confirmation)
- Public Service Reform.

Following a broad discussion around the 12 topics for consideration, the following Task and Finish Groups were agreed:

Immediate Commissioning

1. Household Waste Recycling Centres – a single issue meeting to be commissioned to take place in October to inform the Leader/Portfolio Holder Decision Making Session to be held at the beginning of November.
2. Adult Social Care Low Level Prevention Services – an in-depth review to be commissioned as a matter of urgency.

Retimed starting date and Rescoping of Reviews

3. Delayed Hospital Discharges and Reablement – extend scope to all hospital discharges to take place once the reablement programme was complete (December start – subject to confirmation).
4. Locality Working – to be reconsidered at a future date dependent on the outcome of the current Locality Review being undertaken.
5. Alcohol Control – review of licensing across the county – Michelle McHugh to rescope, as set out under Item 2 above, and to be reconsidered by the Communities Overview and Scrutiny Committee.
6. Supporting the Local Economy to be rescoped, taking into account the Rugby Borough Council scrutiny review into “Inward Investment”, issues arising from Local Enterprise Partnerships and incorporating elements of the proposed Task and Finish Group on the Skills Agenda and Adult Learning. The rescoping to be reconsidered by the Communities Overview and Scrutiny Committee.

Request for a report

7. One Front Door and Leaner Processes and e-delivery and e-communications – A report to be taken to the 10 November meeting of the Board setting out the findings of the current One Front Door Review being undertaken.

Proposals not taken forward at the present time

8. Post 16 Transport
9. Big Society
10. The future for Performance Management and Business Planning
11. Services for All – Hard to Reach Groups

10. Any Other Items

None.

11. Dates of Future Meetings

Noted.

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Chair

The Board rose at 4.20 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 10th November 2010

Report Title Update Report - Progress on the One Front Door Programme

Summary Good progress has been made on setting the strategic context and understanding the wider implications of the One Front Door agenda. This has been supplemented by significant, detailed research on services, customers, communities and respective demographics.

For further information please contact: Kushal Birla
Head of Customer Service and Communications
Customers Workforce and Governance
Directorate
Tel: 01926 412013

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

Background papers One Front Door Project Initiation Document
Warwickshire One Front Door Interim Report
Customer Service and Access Strategy 2010 - 2013

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Tandy and Cllr Roodhouse
- Cabinet Member Cllr Farnell, Cllr Hayfield, Cllr Butlin, Cllr Timms
- Chief Executive
- Legal
- Finance

Other Strategic Directors David Clarke,
Strategic Director, Resources

District Councils

Health Authority

Police

Other Bodies/Individuals Steve Smith, Tonino Cuiffini, Phil Evans, Hugh
Disley, Martin Stott, Simon Robson, Marcus
Herron, Nick Gower-Johnson, Ron Williamson

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 And Scrutiny Board - 10th November 2010.

Update Report - Progress on the One Front Door Programme

Report of the Strategic Director, Customers Workforce and Governance

Recommendation

That the Board considers and comments on the progress of the One Front Door Programme.

1.0 Background

- 1.1 The One Front Door project was commissioned to identify ways in which the Warwickshire public are provided with improved access to public services that take account of the diversity of local needs and preferences across Warwickshire. The channels through which the public access services, (be that via telephone, online, in person, or via other means), are a critical part of public service provision, and there is an ongoing impetus for them to be managed effectively and efficiently for everyone.
- 1.2 The pressure on public finances makes it imperative that savings are made in all aspects of councils' activities, and the number and use of public buildings has been identified as an area where economies can be made. The rationalisation of buildings does not conflict with the objective of providing improved access to public services and will be, in fact, a useful driver in the implementation of channel shift and the appropriate deployment of resources in accordance with need.
- 1.3 The Coalition Government's reforms means that services that were, in the past, delivered within the strict operational boundaries of the various public sector organisations will, in the future, be re-shaped and delivered through a much more collaborative and joined-up local public/community sector network. This will mean radical change for many services, with a greater focus placed on citizen outcomes coupled with a more holistic view of the activity needed to deliver those outcomes. These changes need to be taken into account in the design of the future service access model.

1.4 In order to meet the needs of customers, we must provide service access that is:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Robust

It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well their skill sets when selecting channels. This may also include our outreach work where front-line colleagues in contact with our customers have the ability to provide or sign-post to other services that the customer may need. This includes our partners in Schools and Colleges, Police, Health, Borough and District Councils, and the Voluntary Sector.

2.0 Progress

2.1 To date the focus of the work on the programme has centred around customers of public services in Warwickshire, their preferences for service access and the demographic variations that exist across the County. In order to provide an up to date strategic context for the work the Customer Service and Access Strategy was reviewed and refreshed.

2.2 Research into the current use of the various access channels (face to face, telephone, online etc) revealed that collection of customer access data, the channels used, the volumes of service requests/provision and information about the customer varies considerably depending on the service. These inconsistencies prevent a complete picture being built of the relative use of the various access channels for specific services and types of service. There were exceptions to this, such as the CSC, some One Stop Shops, Libraries, Family Information Service, Children's Centres and Highways Services, and some indication of customer use and preference was gleaned from this.

2.3 In view of the lack of actual customer data for many services and access channels, the project team have relied for evidence primarily on the analysis of Mosaic data and locality profile data. The data shows that many of our population will use the internet to access services whenever they can. Telephone access is also popular, with postal access and face to face less preferred.

2.4 Analysis of the data at a locality level, however, shows significant deviations from the overall picture in some localities and for some groups with, for instance, face to face being the most preferred method of access. It is important to acknowledge the differences in locality preferences within strategic proposals to re-engineer access to front line services. It is also considered important not to disenfranchise any minority groups, so provision of all appropriate access methods should be available for every service.

2.5 Research and analysis of data has pointed to the need to:

- Provide online access for more services
- Increase the functionality of online services
- Promote the use of more efficient and economic access channels
- Locate face to face facilities in accordance with the needs and level of demand of specific demographic groups – usually the most vulnerable or disadvantaged groups.
- Co-locate face to face facilities with other services that interface with the public (public, community and voluntary) where possible and practical
- Collect standard customer and service data for every front-facing service

2.6 Increased online service access has the potential to deliver significant savings to both customers and public service providers, as the relative cost per interaction is shown in the table below:

| Access Channel | Cost to Serve per Interaction |
|-----------------------|--------------------------------------|
| Online | £0.22 to £0.56 |
| Telephone | £1.28 to £5.57 |
| Face to Face | £4.83 to £9.56 |

Data Source SOCITM 2009/10

Work is currently on-going to identify those services where online access is appropriate, and what level of functionality could be practically offered. This exercise will be followed by an evaluation of the development costs against the savings/benefits to determine the way forward. Realising the full potential of improved online access, however, will be dependent on a number of infrastructure projects such as single customer accounts, identity management, systems integration and online payments. As some of these infrastructure projects are in their infancy, delivery of significant savings/benefits across a wide range of services is not a short term project.

2.7 The provision, and subsequent migration, of customers to new/more efficient access channels will have an impact on the demand for face to face access. The nature of this impact is likely to result in reduced demand for face to face access across the 38% of WCC buildings (excluding schools) where public access is currently provided. In view of the development time required to develop online channels and the imperative to make cost savings in the short term, delaying the rationalisation of buildings that provide public access until the benefits of online developments are realised is not a realistic option. Consequently, the current Property Review project will be informed by work underway to identify locations for One Stop Shops/Community Hubs and the range of services that can be co-located. The relatively high cost of face to face provision, its importance to our most vulnerable citizens and its key role in our narrowing the gaps objective means that the nature and positioning of facilities needs careful consideration. Investment in a static building is, by definition, long term and face to face facilities need to be designed flexibly to take account of future changes in services and need.

2.8 This is not just about the point of customer access, it is also about re-designing our services around the needs of the customer and taking the opportunity to review the way we do things. To ask the question whether we could do things more cheaply and more efficiently. By doing this we can protect more of the services which the community value.

3.0 Project Governance

3.1 The projects in the One Front Door programme are managed by the One Front Door Advisory & Steering Group. The Group comprises key project team representatives and senior representatives from the service directorates and carries out the functions of a project board, but also provides a forum for the liaison and co-ordination with related projects/programmes in directorates. The Group meets at monthly intervals and is chaired by the Head of Customer Service and Communications.

3.2 The overall One Front Door programme is directed and overseen by the One Front Door and Property Programme Board which is chaired by the Leader of the Council and includes portfolio holders for Resources, Customers Workforce and Governance and Children Young People and Families and the Strategic Director for Customers, Workforce and Governance. The Head of Customer Service and Communications provides the link between the One Front Door Advisory & Steering Group and the One Front Door and Property Programme Board, reporting upwards on progress of the projects and implementing the Programme Board's directions and decisions through the Advisory and Steering Group. The Head of Development sits on both the Programme Board and the Advisory and Steering Group to ensure that this is fully co-ordinated with our property rationalisation work.

3.3 It has become clear that the One Front Door programme scope has naturally extended over the course of the research phase of the work. At the same time the emergence of closely related projects in directorates' transformation programmes raises the prospect of duplication of effort and/or conflicting or inefficient solutions being developed. We are working to ensure a co-ordinated approach through a closer liaison with projects including Area Hubs for Adult Social Care and Childrens Services, Locality working and the overall changes which the Council will have to implement to rationalise its services in response to the financial pressure it faces.

David Carter
Strategic Director,
Customers Workforce and Governance

Shire Hall
Warwick

15th October 2010

AGENDA MANAGEMENT SHEET

Name of Committee Overview & Scrutiny Board
Date of Committee 10th November 2010
Report Title Sub-Regional Programme of Collaboration

Summary This paper provides the Board with an update on the County Council’s contribution and involvement with the sub-regional work programme building upon outcomes from the Total Place Pilot.

For further information please contact: Monica Fogarty Assistant Chief Executive Tel. 01926 412514 or monicafogary@warwickshire.gov.uk
 Simon Robson Head of Partnerships Tel: 01926 412942 simonrobson@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy N/A

Framework? [please identify relevant plan/budget provision]

Background papers

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Roodhouse, Cllr Tandy, Cllr Saint
- Cabinet Member Cllr Hayfield
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Chief Officers X Monica Fogarty, David Carter, David Clarke
- District Councils
- Health Authority

Police

Other Bodies/Individuals

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

Overview & Scrutiny Board – 10th November 2010

Sub-Regional Programme of Collaboration – update on shared services position

Report of the Assistant Chief Executive

Recommendation

That the Board considers and comment on the County Council's contribution and involvement with the sub-regional work programme.

1.0 National Context

- 1.1 Local authorities and partnerships need to maintain and increase momentum now that services have been faced with new and significant in-year and much heralded future year spending reductions. The scale of the money to come out means that to continue to deliver essential services, organisations will need to further develop partnership working.
- 1.2 Whilst the Total Place Pilot period has officially ended the ethos of Total Place in 'delivering more with less' remains a driving force in public policy at both a national and local level.
- 1.3 Public services are now working in the most challenging climate in recent times. Local authorities within Coventry, Solihull and Warwickshire (CSW) have been working together for some time already. The national emphasis is now moving away from regional arrangements, but the challenges faced are so complex that the only way to stand a chance of transforming in a more sustainable direction is to start working with the 'system' as a whole through approaches like 'Place-Based Budgeting.'
- 1.4 Place-Based Budgeting, or Community budgets as they are now becoming known, bring about a significant shift in accountability, making public services genuinely local both in the way funding is allocated, and how decisions about services are made and accounted for. The core proposition sees a locally accountable governance body as the place based (community) budget holder in a commissioning and enabling role and builds on CSW sub-regional working.

2.0 Local Context

2.1 Total Place Pilot

In February 2010 the Coventry, Solihull and Warwickshire (CSW) sub-region submitted their final report to Central Government as one of the 13 national Total Place pilots.

2.2 Working on the basis of 'Thinking big, acting small' and across Children's Services, the Pilot covered a range of service areas, and linked with the Every Child Matters themes. These projects enabled us to test out:-

- A systematic method of engaging users and front line staff in the commissioning cycle (Child Health and NEETS)
- Our readiness to move from three strategies to one through a formal collaborative between the three Children's Trusts (Bullying)
- A commitment to shifting resources from the centre to the sub-region (Field Forces)
- Aligning the commissioning response of schools (School Improvement and NEETS)
- Redesigning and rolling out shared services (starting with teacher recruitment)
- A willingness to pool and share financial risk between agencies (NEETS)

The report was well received and together with intelligence gained from the other pilots was able to influence the national budget.

2.4 Community Budgets

A sub-regional response to the recent request for expressions of interest in the Community Budget initiative has been developed, which builds on early suggestions of a concordat between the sub-region and Central Government. For Coventry, Solihull and Warwickshire this represents a deal between an increasingly devolving and locally focused centre with a mature and accountable sub-region which has showed that it is prepared to work together strategically, pooling risk and streamlining how it manages its own interface with central government inspection, regulation and performance management systems. Through our Total Place Pilot there are a number of freedoms and flexibilities related to children's services that would enable us to role model the beginnings of a concordat.

2.5 LEPs

In early September the Cabinet formally endorsed the draft proposal for a Coventry and Warwickshire Local Enterprise Partnership (LEP). The draft proposal, currently an expression of interest to Government, highlighted the strong foundation of joint working across the sub-region, setting out the functional economic geography that has been established and outlining a number of requests or "flexibilities" that the partnership would like from central Government to enable a strong and effective LEP.

2.6 Sub-Regional working

Collectively it is understood that we need to capitalise on this “CSW family” approach to make local services stronger and better value for money. Working together, across local authorities, the Police and Health partnerships, we can do more to improve and safeguard local services than going it alone. On 16th April 2010 CSW Leaders considered practical proposals to build upon previously agreed principles of sub-regional working and capitalise on the momentum generated by the Total Place pilot by commissioning a Programme of sub-regional working.

3.0 Local Response

3.1 The CSW joint work programme

Reflecting these benefits the programme content is summarised below:

| | |
|---------------------|---|
| Adult Services | Adoption of a CSW-wide approach, across health and social care, to Adult Services with the Health sector and Local Authorities working together. Optimal Care pathways for common problems like falls will be designed and used to set better outcomes for individuals and model the overall impact on current service capacity requirements. We aim to reduce reliance on institutional care and make efficiency savings. Options for the future shape of the current PCT/Care Trust public health function configuration will also be reviewed. |
| Children’s Services | Capitalising on the success and profile of our Total Place pilot projects, we plan to undertake radical service redesign, on a much bigger scale across Children’s Services for all age groups, with an emphasis on streamlining access and pathways across public sector bodies-starting with school improvement services. |
| Waste Treatment | Taking stock of our current sub-regional approach to Waste Treatment and future disposal needs and driving better efficiency in Recycling services and refuse collection by making best use of assets, equipment and a joint approach to procurement. |
| Asset Management | Taking one common approach to Asset Management to optimise organisations’ capital investment and improve customer access and experience. |
| Learning Academy | Creation of a Learning Academy which will coordinate and consolidate the provision of training and development across the sub-region. |
| Procurement | Establishment of a sub-regional approach to Procurement for all local authorities which creates economies of scale and yields collective efficiency savings in areas such as construction, street lighting and ICT. |
| HR | Developing staff and improving how we use our workforce to best effect by building upon existing commitments and establishing a shared HR transactional service across the sub-region. |

| | |
|-------------------------|--|
| Strategic Planning | Creation of one common strategy, delivery plan and vehicle(s) for Strategic Planning and Infrastructure Delivery at a sub-regional level which will act as a model for future policy development and enable long term economic, environmental and social benefits', subject to considering the effects and implications of recent changes to legislation relating to planning policy'. |
| Business Transformation | Developing a strong set of Business Transformation skills and working with Warwick Business school and the Academy to generate an internal pool of expertise which can be applied to developing more efficient shared services. |

3.2 Three key areas of focus

The programme recently refocused on three key areas to achieve a step change first in the areas of School Improvement, Adult Health and Social Care and better use of buildings and assets.

3.3 Resourcing the programme

Given the current political climate and the uncertainty surrounding external funding sources CSW Chief Executives have been keen to ensure that the programme is sustainable through the re-direction of existing resources and the utilisation of skills from within partner organisations using a mixture of placements, networks and existing forums to take it forward.

3.4 Additionally we have capitalised on an opportunity to seek funds through the Locality Investment Fund administered by the Improvement & Efficiency West Midlands (IEWM). A successful bid has been made to the IEWM's Locality Investment Fund for £425k in revenue and £325k capital on behalf of the sub-region.

3.5 This money will effectively form a 'transformational pot', administered by the CSW Chief Executives and used to pump-prime activity within the existing programmes and future areas of sub-regional working. CSWACE will hold and allocate to the individual programmes following consideration of individual business cases. This will support the IEWM's requirements for a 5:1 Return on Investment (RoI) which is calculated at £3.75m across the full £750k allocation.

3.6 The Total Place Programme Office has been retained to provide a mixture of coordination and hands on support across the Programme. Currently, the Programme Office consists of the Programme Director and a Programme Manager from Coventry City Council and Warwickshire County Council respectively.

3.7 Additionally, to ensure that we maintain momentum and secure resource to support the Programme Office, a Reference Group has been established. Assistant Chief Executive (Coventry City Council), Assistant Chief Executive (Warwickshire County Council), Director of Commissioning (Solihull Metropolitan Borough Council) and Head of Business Transformation (Rugby Borough Council) currently comprise this group and will act as a sounding board to the Programme Office ahead of future Coventry Solihull Warwickshire Association of Chief Executives (CSWACE) Board meetings.

As leads for the Transformation Work within their respective organisations, this group will also form the Delivery Board for the Business Transformation Programme.

4.0 Future Engagement

4.1 In developing future sub-regional arrangements we recognise the need for a flexible approach and the need to be clear about why we are taking a sub-regional approach (as opposed to addressing issues as individual organisations). Working together where it makes sense to do so, not just for the sake of it,
i.e.

- Where there is clear political reason and a strong business case to justify the approach;
- where savings can be generated through economies of scale or services protected by working together;
- where sharing experience and working across the wider partnership (and with the voluntary sector) will lead to new transformational and radical service delivery solutions.

4.2 Sub-Regional Summit

Preparation is underway for a sub-regional summit in November 2010 which builds on the first one held in July 2009 and brings together Leaders and Chief Executives from Local Authorities, Police, NHS/PCT, Probation, Fire & Rescue. Reflecting current work on the Local Enterprise Partnerships (LEP) and changes in the health service, attendance from Business & Commerce/The Chamber, GP leaders and the Voluntary & Community Sector will also be sought. This is seen as crucial to ensuring the programme is effective not just across local authorities, but ultimately the wider public sector.

4.3 A robust accountability model will be developed which will assess the benefits of the programme in relation to cost, performance outcomes and customer perception.

4.4 High level mapping of the existing transformation plans for local authorities police, health and fire organisations in the sub-region will be undertaken to minimise duplication and optimise synergy across current and future areas of collaboration at a sub-regional level.

4.5 A comprehensive communication approach will be created which will work within existing frameworks and mediums to ensure that all stakeholders are aware of and engaged in the Programme.

4.6. The recently announced Policy Statements and White Paper from the Coalition, including LEPs, Police Reform, School Reform and Health Reform and economic backdrop, provides further opportunities for developing shared services based upon innovative and radical service design to better meet the needs of people and communities within reduced financial resources available.

Monica Fogarty
Assistant Chief Executive

October 2010

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 10th November 2010

Report Title Review of Communication with the Public and Financial Accountability - Interim Report

Summary Since August 2010 a small group of elected members has been working on a two-part review looking at how the County Council is communicating with stakeholders over the financial challenges it is facing and how, to ensure accountability, it will ensure that financial information is accessible and transparent. This interim report focuses on the first part of the review.

For further information please contact: Councillor Tim Naylor
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cllrnaylor@warwickshire.gov.uk

Paul Williams
Overview and Scrutiny Officer
Tel: 01926 418196
paulwilliamscl@warwickshire.gov.uk

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

Background papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s) N/A
- Other Elected Members Cllr Chris Saint, Cllr Peter Butlin - For Information
- Cabinet Member
- Chief Executive Assistant Chief Executive
- Legal Sarah Duxbury
- Finance Virginia Rennie – For Information
- Other Strategic Directors Strategic Director Customers Workforce and

Governance, Strategic Director, Resources

District Councils

Health Authority

Police

Other Bodies/Individuals Jack Linstead, Tricia Morrison, Kushal Birla – For information

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet Date to be agreed

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Overview And Scrutiny Board - 10th November 2010.

Review of Communication with the Public and Financial Accountability - Interim Report

Report of the Chair of Task and Finish Group

Recommendation

That the Overview and Scrutiny Board comment on the interim report and forward the task and finish group's recommendations to Cabinet for implementation.

1. At its meeting of 21st July 2010 the Overview and Scrutiny Board commissioned a "Review of Communication with the Public and Financial Accountability".
2. The review which is being undertaken by a group of five elected members was commenced in August and early on it was agreed that the most urgent aspect to it was that concerning communication with the public. The urgency comes from the fact that in common with most public bodies the County Council is facing a period of uncertainty regarding the resources it has and the services it can provide. There is a need to ensure that the people of Warwickshire (including our staff) are made aware of these challenges as soon as possible and the best way to do it is through clear, open and honest communication.
3. The interim report attached to this covering document summarises the conclusions of the task and finish group before making nine recommendations. To assist members they are also given below. This review differs from any previous in that it has so far been concerned largely with work in progress rather than established policy. It was therefore felt appropriate to share its work in progress with other staff and members, albeit informally. In drawing up its conclusions, the group recognised that some early drafts had been overtaken by events. They were, however, gratified that many of these had already been taken on board by colleagues.

Recommendation 1

That the Strategic Directors Leadership Team, Heads of Service, and staff working on **Transformation 2013** and all elected members be made aware of the CIPFA guidelines and key principles contained in its publication "Leading in Hard Times". (Listed in Section 3.4 below).

Recommendation 2

In relation to **Transformation 2013** the Leader of the Council should ensure that:

- Outputs and outcomes are made as clear as possible,
- Its relationship to the Corporate Business Plan is made clear,
- All members of the council have the opportunity to contribute to its development and implementation.

Recommendation 3

That by the end of December 2010 officers of the Partnership and Performance Unit map out all of the work currently being undertaken around **Transformation 2013** and that all members and senior officers be given the opportunity to be briefed on progress, outcomes and future plans.

Recommendation 4

That the relevant Portfolio Holder should report to the Overview and Scrutiny Board (or other appropriate member body) on how outcomes from **Transformation 2013** will be assessed. In addition the Portfolio Holder should report on what actions will be undertaken to address shortcomings.

Recommendation 5

That the Leader of the Council and Chief Executive take every opportunity to visit staff and attend public meetings to relay messages concerning **Transformation 2013**, the pressures we are facing in services and the opportunities that may present themselves.

Recommendation 6

That the Leader of the Council and the Chief Executive ensure that all elected members and senior officers are able to convey a single vision and message.

Recommendation 7

Managers should brief, face to face, employees on the changing financial climate and the proposals that are emerging to manage the challenges ahead. In doing so they should bear in mind absentees and hard to reach groups.

Recommendation 8

That those responsible for the Communication Strategy take account of the differing needs of stakeholders and use a variety of media.

Recommendation 9

When developing service and financial management processes, specific reference should be made to how all stakeholders will be consulted.

4. The Overview and Scrutiny Board is asked to comment on the interim report and forward it to Cabinet for implementation of the recommendations.
5. The second component of the review, that which looks at financial accountability, has already started. It is expected that this will report early in 2011.

COUNCILLOR TIM NAYLOR

Chair of Task and Finish
Group

Shire Hall
Warwick

12 October 2010

**Warwickshire County Council
Review of Communication with the
Public and Financial Accountability**

Interim Report – October 2010

Foreword

Councillor Tim Naylor – Chair of Task and Finish Group



Warwickshire County Council, like many public agencies is currently facing a particularly challenging time. The recession, reduced government funding and increasing demands for public services have all combined to result in a position whereby a radical rethink of which way we deliver those services, and how, is required.

This review, commissioned by the Council's Overview and Scrutiny Board, has two parts. Part one is a consideration of how we are to convey the messages of the hard times ahead to the people of Warwickshire and to our staff. Part two is an examination of financial accountability; how financial information is presented and the extent to which those in power are held to account for the decisions they make.

Early on we decided that given the rapidly evolving financial landscape we would focus initially on the way in which we communicate the message of hard times ahead to our stakeholders. This interim report relates only to that first part. Once we have finalised our recommendations on this part we will progress to the second.

In writing this report we have aimed to be concise in order to keep the messages immediate, as stark as possible and to encourage widest possible circulation. This could lead to ambiguity or interpretation but the appendices provide further explanation and definition of terms and acronyms.

I believe strongly that the recommendations of this task and finish group will, if implemented, prove helpful in navigating through these difficult times for all concerned.

Task and Finish Group Recommendations

Recommendation 1

That the Strategic Directors Leadership Team, Heads of Service, and staff working on **Transformation 2013** and all elected members be made aware of the CIPFA guidelines and key principles contained in its publication "Leading in Hard Times". (Listed in Section 3.4 below).

- Outputs and outcomes are made as clear as possible,
- Its relationship to the Corporate Business Plan is made clear,
- All members of the council have the opportunity to contribute to its development and implementation.

Recommendation 2

In relation to **Transformation 2013** the Leader of the Council should ensure that:

Recommendation 3

That by the end of December 2010 officers of the Partnership and Performance Unit map out all of the work currently being undertaken around **Transformation 2013** and that all members and senior officers be given the opportunity to be briefed on progress, outcomes and future plans.

Recommendation 4

That the relevant Portfolio Holder should report to the Overview and Scrutiny Board (or other appropriate member body) on how outcomes from **Transformation 2013** will be assessed. In addition the Portfolio Holder should report on what actions will be undertaken to address shortcomings.

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That the Leader of the Council and Chief Executive take every opportunity to visit staff and attend public meetings to relay messages concerning **Transformation 2013**, the pressures we are facing in services and the opportunities that may present themselves.

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That the Leader of the Council and the Chief Executive ensure that all elected members and senior officers are able to convey a single vision and message.

Recommendation 7

Managers should brief, face to face, employees on the changing financial climate and the proposals that are emerging to manage the challenges ahead. In doing so they should bear in mind absentees and hard to reach groups.

Recommendation 8

That those responsible for the Communication Strategy take account of the differing needs of stakeholders and use a variety of media.

Recommendation 9

When developing service and financial management processes, specific reference should be made to how all stakeholders will be consulted.

1.0 Introduction

- 1.1 At its meeting of 21st July 2010 the Overview and Scrutiny Board commissioned a number of in-depth scrutiny reviews including this Review of Communication with the Public and Financial Accountability. As its title suggests there are two elements to this review. Early on it was agreed that the most urgent aspect to it was that concerning communication with the public.
- 1.2 This report effectively marks the half way point of the review. It contains the task and finish group's findings, conclusions and recommendations on how the council should communicate with stakeholders and staff. Unlike most overview and scrutiny reviews that can take many weeks to complete the first part of the review has had to be completed very quickly. This is because decisions regarding service changes and cuts are being made or at least moved forwards all the time. The Government released its Comprehensive Spending Review results on 20th October, too late to be considered for this report. In early December 2010 the County Council will know the extent of the financial settlement. In the meantime the County Council is, through its "**Transformation 2013**" initiative looking at how it needs to reconfigure its services and trim its costs. It is clear that staff and stakeholders of the County Council are in for some hard times and for that reason it is important now to set out to everyone involved what the future may hold.

2.0 The Review Process

- 2.1 Having commissioned this review the Overview and Scrutiny Board designated Councillor Tim Naylor to Chair the task and finish group. Those members who make up the rest of the task and finish group are,

Councillor Carol Fox
Councillor Julie Jackson
Councillor Clive Rickhards
Councillor Angela Warner

- 2.2 The task and finish group met for the first time on 26th September 2010. At that meeting the terms of reference for the review were agreed. Prior to the meeting a considerable amount of work had been undertaken. This mainly entailed desk top research but also involved preliminary discussions with certain key officers of the County Council. The desk top research resulted in a briefing document being produced. (Available on request). This document highlighted a number of examples of guidance and good practice from around the World concerning the conveyance of bad news, communication and engagement with the public and the monitoring and reporting of financial matters. It was used as a primer for discussion prompting a number of early decisions regarding the extent of the review and the pace at which it needed to be done.
- 2.3 Having agreed the way forward the panel sat on a number of occasions meeting with key officers and members of the council. Witnesses were selected on the basis of their knowledge of communication and of the transforming landscape. Site visits and visits to other local authorities were considered but discounted as not appropriate for this review.

3.0 The Task and Finish Group's Findings

- 3.1 This section summarises the information considered by the task and finish group. It does not attempt to set out everything the group heard or repeat every discussion held. Rather it looks to highlight the main points which furnish the decision making process regarding conclusions and recommendations.
- 3.2 The task and finish group has been informed of the County Council's **Transformation 2013** programme (T2013). (See Appendix). This builds on the current Corporate Business Plan which sets out the vision and priorities for the Council. Cultural workstreams of T2013 are rich in aspiration and vision listing critical success factors by which its achievements will be measured. The group's perception is that notwithstanding the Corporate Business Plan based business workstreams T2013 has been developed almost exclusively by a limited number of elected Members and by senior officers. To date there has been little input from most members or by some key officers. T2013 is a major undertaking for the council involving officers in all

directorates looking at ways in which services can be reconfigured and costs reduced. Overall responsibility for the project rests with the Policy and Performance Unit which amongst other things is seeking to map all the T2013 activity. This is a major undertaking and reflects the challenges facing the council in terms of reorganising its services. Allied to Transformation 2013 is a “Script for Change”. This seeks to convey a single message from the council to staff and stakeholders on the need for service transformation driven by cuts in funding and an overall requirement to modernise. The first draft Script for Change was produced in July. At the time of writing this report, the Script for Change has yet to be finalised.

3.3 When the group first convened, it established that few local authorities had put in place arrangements for preparing their staff and other stakeholders for the future, but more and more are now appearing. One early exception was West Lothian Council. That council was running its “Tough Choices” campaign which sought not only to tell residents and staff that services may well be cut but also to invite suggestions as to how money could be saved. In order to convey the key message a four page newsletter was published. This was very much a one way communication channel. Subsequent to that initial announcement the views of stakeholders were sought regarding where resources could be saved. This resulted in a large number of responses and whilst most of these were constructive many of them reflected a degree of scepticism around the council’s motives. Another example is Redbridge which is using an interactive package from the IDeA. The group understand this is now being adapted for use by WCC.

3.4 Through the briefing document and other sources the group learned of ways in which difficult times can be managed. For example it learned from the Chartered Institute of Public Finance and Accountability (CIPFA) which has published “Leadership in Hard Times”. From CIPFA came seven principles that should be followed. These are,

1. Be pro-active and start early
2. Get people engaged
3. Respond to local needs and priorities
4. Recognise the “wicked” nature of the problem
5. Be open to a range of skills and techniques
6. Think creatively and act innovatively
7. Have a shared understanding of what “efficiency” means.

3.5 From these seven principles there emerge ten actions that leaders should be taking. These are,

1. Engage and communicate
2. Know where the costs are
3. Understand where values lie
4. Understand funding scenarios

5. Identify options for change
6. Build a version of how you will look
7. Create a balance portfolio of change projects
8. Implement effective financial and risk management
9. Build the capacity to change

3.6 As well as considering leadership in hard times the task and finish group found out about how change and bad news should be communicated. Bob Seldon in Australia has published several pieces on communicating change. Seldon states that there are eight basic rules that an organisation should adhere to when managing bad news. Amongst them are,

1. Ensure the Chief Executive Officer is the champion of communication and the champion communicator (For WCC read Chief Executive and Leader of the Council)
2. Match words and actions
3. Place emphasis on face to face communication
4. Design a communication strategy that
 - a. informs people not only of what is happening but why and how
 - b. is timely, not waiting to cross "T"s and dot "I"s
 - c. links the big picture and little picture
 - d. not tell people how they should feel about bad news
 - e. match the message to the medium
 - f. contains a feedback loop

3.7 Within Warwickshire County Council a considerable amount of work is being done to prepare for the tough financial decisions that lie ahead. The council's Human Resources Division has arranged for a series of generalised messages to be conveyed to staff. The challenge facing HR is that whilst reductions in staff are certain the precise extent of these will not be established until the council knows how much money the government will give it for next year. Regulations concerning consultation and redundancy notices complicate matters further and have prevented any definitive messages (good or bad) being conveyed to staff.

3.8 Regarding the media that are available to the County Council, the task and finish group has been briefed by members of the Communications Division. Local newspapers can provide a useful means of reaching communities. In addition the council makes extensive use of its intranet and internet. It is expected that messages concerning Transformation 2013 will be conveyed to staff via the intranet. However, only about one-third of staff has ready access to computers. For this reason it will be necessary to identify other means of relaying messages to them. The task and finish group learned that the council's website is being redesigned and will be made up of four separate but related websites in the future. Interactive features can be used on websites to allow people to begin to appreciate the challenges facing local authorities in

setting their budgets. An example of one of these can be found at the London Borough of Redbridge. (See the link below).

http://youchoose.yougov.com/redbridge?utm_source=Button_red&utm_medium=Link&utm_campaign=Conversation2010

- 3.9 The task and finish group learned about the use of forums on the internet and intranet. These can be a useful method of gathering intelligence regarding where people think services could be reduced or changed. However, the group also learned that if not managed carefully forums can be a cause of resentment as contributors fall out. An example of this that the group studied was the Government's "Spending Challenge". In this instance the forum had to be closed down when comments submitted became increasingly unpleasant. When the initiative was re-launched it simply invited the public to submit ideas rather than enter into an electronic discussion.
- 3.10 The group was particularly keen to learn of how the county council communicates with schools. It discovered that much was being done already to engage with school leaders. Headteachers' forums and governors' forums are briefed on the changing landscape whilst letters from the local authority to schools serve to ensure that they receive frequent updates. The group particularly noted that because schools buy in services (and most of them do) the relationship between them and the financial position of those sections of the council providing those services is vital. For this reason good communication is essential.

4.0 Conclusions and Recommendations

4.1 Conclusion 1

- 4.2 The task and finish group was impressed by CIPFA's document "Leading in Hard Times". These rely on a pro-active commonsense approach and are to be commended to leaders within this council.

Recommendation 1

That the Strategic Directors Leadership Team, Heads of Service, and staff working on **Transformation 2013** and all elected members be made aware of the CIPFA guidelines and key principles contained in its publication "Leading in Hard Times". (Listed in Section 3.4 above).

4.3 Conclusion 2

- 4.4 The task and finish group now appreciates the link between the current Corporate Business Plan (CBP) and T2013. The eight business workstreams of T2013 all derive from the CBP. Nevertheless the link between the CBP and T2013 has not been made as clear to members as perhaps it should have been. This has led to the erroneous belief

that whilst T2013 is strong on vision it has to date produced few if any positive outcomes. In order to address the situation more needs to be done to communicate the interrelationship between the CBP and T2103 and their outputs and outcomes. In addition to the above task and finish group members feel that they have not been permitted to engage in the Transformation 2013 process to an appropriate degree.

Recommendation 2

In relation to **Transformation 2013** the Leader of the Council should ensure that:

- Outputs and outcomes are made as clear as possible,
- Its relationship to the Corporate Business Plan is made clear,
- All members of the council have the opportunity to contribute to its development and implementation.

4.5 Conclusion 3

4.6 The task and finish group has gained the impression that the scale and importance of the T 2013 project has resulted in so many people being involved in it that there is a danger of duplication of effort or confusion around who is doing what.

Recommendation 3

That by the end of December 2010 officers of the Partnership and Performance Unit map out all of the work currently being undertaken around **Transformation 2013** and that all members and senior officers be given the opportunity to be briefed on progress, outcomes and future plans.

4.7 Conclusion 4

4.8 Members of the task and finish group have not seen any evidence of how the successful implementation of T 2013 will be monitored.

Recommendation 4

That the relevant Portfolio Holder should report to the Overview and Scrutiny Board (or other appropriate member body) on how outcomes from **Transformation 2013** will be assessed. In addition the Portfolio Holder should report on what actions will be undertaken to address shortcomings.

4.9 Conclusion 5

- 4.10 If T2013 is the means by which the Council is addressing these challenging times then more should be done to communicate this to officers and the public. The task and finish group has high expectations of the communication strategy currently being developed and has every confidence in those charged with creating it. However, senior members and officers have a major role to play in conveying messages and providing reassurance.

Recommendation 5

That the Leader of the Council and Chief Executive take every opportunity to visit staff and attend public meetings to relay messages concerning **Transformation 2013**, the pressures we are facing in services and the opportunities that may present themselves.

4.11 Conclusion 6

- 4.12 It is important that all the council's leaders convey the same message to their audience.

Recommendation 6

That the Leader of the Council and the Chief Executive ensure that all elected members and senior officers are able to convey a single vision and message.

4.13 Conclusion 7

- 4.14 The task and finish group is perfectly clear that given the importance of any messages regarding cuts they should be conveyed face to face whenever possible. It is not acceptable to hide behind paper briefings and e-mails when a personal message will be more effective. In addition it is not acceptable that people who are absent from briefings or who, for whatever reason, cannot easily access them are missed out. Every effort should be made to reach them as well.

Recommendation 7

Managers should brief, face to face, employees on the changing financial climate and the proposals that are emerging to manage the challenges ahead. In doing so they should bear in mind absentees and hard to reach groups.

4.15 Conclusion 8

- 4.16 The task and finish group has been impressed by the range of different media available to the council and its partners for communicating messages. It would encourage those responsible for managing communication to exploit these as much as possible.

Recommendation 8

That those responsible for the Communication Strategy take account of the differing needs of stakeholders and use a variety of media.

4.17 Conclusion 9

4.18 As a prelude to the second stage of this review the task and finish group is conscious of the need to consult and engage with as many people as possible when services are being developed and budgets agreed. To date it seems that attempts to engage with the public over these matters have been less than successful. However, new technologies and a growing awareness of the need to ensure that every penny counts mean that this is even more important.

Recommendation 9

When developing service and financial management processes, specific reference should be made to how all stakeholders will be consulted.

Review of Communication with the Public and Financial Accountability 2010 – Task and Finish Group

Transformation 2013 Programme Overview

Overview

In February 2010 Cabinet and SDLT developed 'Transformation 2013' – a document which sets out the vision and priorities for the Council along with some key areas of Transformation for the organisation over the term of the administration.

To realise the vision as articulated in Transformation 2013, a Transformation Group was brought together in May 2010 to drive the corporate transformation agenda forward. The group is chaired by David Carter and consists of: Monica Fogarty, Simon Robson, Tricia Morrison, Kate Nash, Sue Evans, John Betts, Ron Williamson, Elizabeth Featherstone, Martin Stott, Stephen Taylor (TaylorHaig) and Andrew Burns (TaylorHaig).

Components of Transformation 2013

Like all local authorities, the pressure on Warwickshire is to do more with less, whilst maintaining quality and standards of services. To do this, we need to address:

- the way we think and behave
- relationships with people and partners
- the challenge of commissioning
- specific service challenges
- our internal organisation
- implications for performance and leadership

Transformation 2013 Programme comprises of a series of interconnected change elements as set out below to address these areas:

1. Business Workstreams

Transformation 2013 identified a number of business areas that need to be addressed if we are to realise this vision. These are listed below for information along with the workstream leads.

- One Front Door and Localisation (David Carter)
- Narrowing the Gaps (Paul Galland)
- Skills (Paul Galland)
- Sub-Regional Working (Monica Fogarty/Paul Galland)
- Commissioning and Outsourcing (Dave Clarke)
- Fire and Rescue Service Change Management (Graeme Smith)
- The Role of Schools (Mark Gore)
- Performance (Tricia Morrison / Sue Evans)

2. Cultural Workstreams

A series of cultural workstreams have been developed to create the right environment in which the vision of T2013 can be realised. These are listed below along with details off the responsible lead officer and short summaries about what each workstream is working to achieve:

- **Cabinet & SDLT Development**
 - Workstream Lead – Stephen Taylor
 - **Critical Success Factors:**
 - Creating a leadership which has a clear guiding narrative; strong political and managerial leadership; organisational discipline; strategic intent; supporting partnerships; and an enabling culture.

- **Effective Partnerships**
 - Workstream Lead - Simon Robson & Kate Nash
 - **Critical Success Factors:**
 - A clear and consolidated way of working at the sub-regional level;
 - At least 3 shared services newly introduced within the next three years with a 20% return in investment over a 3 year period;
 - A fully functional and productive delivery chain (sub-region → Warwickshire Partnership → LSPs → Community Forums → citizens);
 - Delivery on SCS outcomes and the ‘rump’ of the LAA.

- **Script for Change / Communications**
 - Workstream Lead - Monica Fogarty / David Carter
 - **Critical Success Factors:**
 - To provide strategic direction for internal and external communications for the Transformation 2013 programme;
 - Organisational wide common approach to communications by co-coordinating and managing the authority’s key messages;
 - Undertake close partnership working to enhance proactive communication activity;
 - To increase the awareness and understanding amongst staff, members, the public and our partners, of the organisation’s vision, priorities and areas of focus over the next three years;
 - Ensure communication relating to transformation and change is planned in a clear and consistent way covering all key stakeholders;
 - Develop and establish structures for effective two way communication between the authority and its key audiences

- **People - Staff Engagement and Organisational Behaviour**
 - Workstream Lead – Sue Evans
 - **Critical Success Factors:**
 - If we can enhance engagement we can improve the culture and performance of individuals and teams and the organisation as a whole. Where we can achieve this we will notice positive attitudes and enthusiastic people everywhere. We will see better attendance records, more productivity and increased customer satisfaction. We will see increased % scores in Staff Survey, a strong team culture, better cross organisational working, increased creativity and ownership of issues and greater levels of personal responsibility.

- **Resources**
 - Workstream Lead - John Betts & Ron Williamson

- **Critical Success Factors – In 2013:**
 - The Corporate Business Plan and suite of supporting plans is the primary driver to articulate the Council's vision (and instigate change) rather than – as now- the budget process. As part of this, organisational redesign is disentangled from the budget process
 - The budget is a financial articulation of the corporate business plan (CBP), reflecting priorities within the context of the available resource envelope
 - The budget presents Members with options and choices
 - More generally, we have a more efficient resource allocation process that makes sure the right resources (finance, IT, buildings etc) are in the right place to deliver the Authority's priorities.
 - The resources functions add value to the organisation by supporting strategic decision-making processes (e.g. by providing high quality information and analysis around commissioning and outsourcing)

- **Organisational and Service Innovation**
 - Workstream Lead - Martin Stott & Elizabeth Featherstone
 - **Critical Success Factors:**
 - This work stream is not a “free for all” without boundaries. It is imperative that within WCC we are clear about where we need to get to (tight) but allow people the freedom to find their own way there (loose). This will be demonstrated through:
 - A shared vision, purpose and strategy
 - An organisational commitment to innovation that is articulated
 - Full ownership by the SMG and SDLT
 - Clear and firm prioritisation
 - Strategic approach (not short term thinking)
 - External citizen and customer focus
 - Focus on challenges of the future
 - Willingness to continually improve, even if there is no immediate need
 - A challenge to personal interest and self preservation
 - Not over management of new ideas
 - Acceptance that existing projects should stop if the business case is no longer strong
 - Innovation is part of the Performance and Review process
 - Sufficient skilful blue sky facilitation is available
 - Time and opportunities to develop new ideas
 - There is not a “fear of failure”

3. Directorate Transformational Activity and Savings Plans

Change Activity is already underway across the Adult and Children's Directorates to radically change the way in which they deliver services as well as generating savings. The Environment and Economy Directorate are also developing a Transformation Programme to change the way in which they deliver services and achieve savings. Clearly work is also underway across the Council to change the way in which we work to deliver savings necessary across all service areas. Together they are working towards the vision and priorities set out within Transformation 2013 whilst also delivering the necessary savings needed.

Communicating Change

A Transformation 2013 Communications Plan is currently in draft. The plan sets a clear strategic approach to communicating change activity underway across the organisation – both internally and externally.

The plan will ensure effective communication of the key messages by:

- By recognising that communications needs to work at all levels of the organisation
- By reinforcing the need for a clear vision from the 'top'.
- By bringing together the outcomes from consultation, engagement and communications
- The way in which we talk needs to demonstrate that we are really changing / listening.
- Ensuring the dialogue of communications is engaging in order to capture its audience (no council speak).
- 'Walk the talk' – making the leaders of the organisation visible.
- Making the IT work for us e.g. automatic opening of Intranet.
- Key ingredients of communicating the message includes:
 - Effective engagement
 - Behaviours of leaders
 - Consistency of message
 - Consistency in tone and urgency
 - Timing
 - Ownership
 - Leadership Integrity

The communications plan will address anyone who lives, works or travels in Warwickshire, but specifically targeting:

| Internal | External |
|-------------------------------------|---|
| WCC Staff – Office based | Residents |
| WCC Staff – without intranet access | Service users |
| Schools | District and Borough Council staff |
| Elected Members | District and Borough elected members |
| Leadership Teams | All partner agencies including police, health, voluntary and community groups |
| | Media |
| | MPs / MEPs |
| | Business communities |
| | Sub regional partners |
| | Community organisations - including hard to reach communities |
| | Town and parish councils |
| | Government |
| | BME communities |
| | Inspectorates |

**Transformation 2013 Programme Office
September 2011**

AGENDA MANAGEMENT SHEET

| | | |
|---|---|--|
| Name of Committee | Overview and Scrutiny Board | |
| Date of Committee | 10th November 2010 | |
| Report Title | Key Messages from recent consultation and engagement and some issues concerning the future of the Council's approach | |
| Summary | This Report summarises some key messages from consultation and engagement exercises undertaken by the Council during 2009/10, and suggests ways in which the Council could improve and gain greater value from its consultation and engagement activities | |
| For further information please contact: | Nick Gower Johnson Localities and Communities Manager 01926 412053 nickgower-johnson@warwickshire.gov.uk | Monika Rozanski Senior Project Manager 01926736124 monikarozanski@warwickshire.gov.uk |
| 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) Via their involvement to date in the Community Forums

Other Elected Members

Cabinet Member Councillor Colin Hayfield

Assistant Chief Executive Monica Fogarty

Legal Jane Pollard

- Finance
- Other Chief Officers Strategic Directors
- District Councils Each of the District/Borough Councils via their involvement in the Warwickshire Joint Consultation Group (WJCG)
- Warwickshire PCT Via WJCG
- Warwickshire Police & Warwickshire Police Authority Via WJCG
- Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

- To Cabinet On 28th November 2010 Details to be specified
- To Council
- To an O & S Committee
- To an Area Committee
- Further Consultation It is suggested that, if agreed by the Cabinet, the proposals should be discussed at the next meeting of the Safer and Stronger Communities Board (scheduled for January 2011)

Overview and Scrutiny Board

Report of the Strategic Director for Customers Workforce and Governance

10th November 2010

Key Messages from recent consultation and engagement and some issues concerning the future of the Council's approach

Recommendations:

The Board is asked to:

- 1) Consider the key messages from the corporate, directorate and partnership consultation and engagement activities conducted over the period between 1st April 2009 and 30th March 2010.
- 2) Consider the proposed improvements to the Council's approach to consultation and engagement
- 3) Make such comments as it thinks fit to be relayed to the Cabinet (18th November 2010)

1.0 Introduction

Our Vision for public services in Warwickshire is to *Work in Partnership to put Customers First; Improve Services and Lead Communities*. It reflects our commitment to engaging our customers and residents through a range of mechanisms including a variety of consultation, engagement and participation activities.

The Council is committed to ensure that all of these activities are conducted in an effective and efficient way, and that they truly influence our decision and policy making. Wherever possible and appropriate these activities should be carried out in partnership.

The statutory guidance states that we have a “duty to inform, consult and involve” local communities and residents¹. This also constitutes an integral part of the Big Society agenda and reinforces the corporate messages of:

- **Transformation 2013** across its work streams with the focus on promoting inclusion, choice and control, improving community engagement and empowering communities to be fully involved;
- **One Front Door** with the focus to enable access to our services and promote ways of engagement;
- **Locality Working** with the focus to engage local communities to identify and address local needs;
- **Closing the Gaps / Addressing Inequalities** which is about improving the quality of life for the most disadvantaged individuals and communities in the County, and which cannot be achieved without their effective engagement.

The County Council has many examples of consulting and engaging successfully and this report presents a summary of key results from public consultation and engagement undertaken between 1st April 2009 and 31st March 2010.

The report also identifies the need for greater coordination and more effective management of consultation and engagement across the County Council and its partners and provides some ideas as to how these needs could be met.

2.0 Key messages from public consultation and engagement activities in 2009-10

Warwickshire County Council conducts approximately 250 consultations each year. In all our efforts to carry out consultation and engagement activities as efficiently as possible, we cannot achieve this without full understanding of the outcomes of previous consultations. This section provides information on key consultation and engagement exercises conducted in 2009-10 and draws key messages from them.

2.1 Partnership Place Survey 2009

¹ Creating Strong, Safe and Prosperous Communities Statutory Guidance, <http://www.communities.gov.uk/documents/localgovernment/doc/930696.doc>

The survey was conducted in partnership with District and Borough Councils in Winter 2009, and provided updates on information measured in the 2008 Place Survey, including the results for 18 of the National Indicators before they were reviewed and then lost credence in 2010 following the election of the coalition government (see Table 1).

The consultation was distributed to households across the whole of Warwickshire, with 3,600 postal questionnaires being sent out in each Borough / District; a total of 18,000 questionnaires. We received back 3,034 responses with the response rate at almost 17%.

The survey included the usual questions on satisfaction with the area as a place to live, anti-social behaviour, satisfaction with public services and what most needs improving in the local area.

Table 1

| NI | Definition | 2008 | 2009 | Change |
|-----|--|-------|-------|--------|
| 37 | Awareness of civil protection arrangements in the local area | 15.5% | 30.2% | +14.7% |
| 42 | Perceptions of drug use or drug dealing as a problem * | 25.6% | 21.9% | -3.7% |
| 41 | Perceptions of drunk or rowdy behaviour as a problem | 25.3% | 22.1% | -3.2% |
| 22 | Perceptions of parents taking responsibility for the behaviour of their children in the area | 30.5% | 33.7% | +3.2% |
| 23 | Perceptions that people in the area treat one and other with respect and consideration * | 26.9% | 24.3% | -2.6% |
| 21 | Dealing with local concerns about ASB and crime issues by the local council and police | 23.0% | 25.2% | +2.2% |
| 138 | Satisfaction of people aged 65 and over with both home and neighbourhood | 86.4% | 88.4% | +2.0% |
| 5 | Satisfaction with local area as a place to live | 82.9% | 84.7% | +1.6% |
| 140 | Fair treatment by local services | 75.1% | 76.6% | +1.5% |
| 4 | Percentage of respondents who feel they can influence decisions in their local area | 28.3% | 29.7% | +1.4% |
| 17 | Perceptions of anti-social behaviour * | 16.2% | 15.0% | -1.2% |
| 1 | Percentage of people who believe people from different backgrounds get on well together | 81.1% | 81.1% | 0% |
| 119 | Self-reported measure of people's overall health and well-being | 77.7% | 77.5% | -0.2% |
| 139 | The extent to which older people receive the support they need to live independently | 30.7% | 30.5% | -0.2% |
| 3 | Civic participation in the local area | 14.0% | 13.2% | -0.8% |
| 6 | Participation in regular volunteering | 26.0% | 25.1% | -0.9% |
| 27 | Understanding of local concerns about ASB and crime issues by the local council and police | 22.3% | 20.7% | -1.6% |
| 2 | Percentage of people who feel they belong to their neighbourhood | 60.2% | 58.5% | -1.7% |

The Partnership Place Survey also asked questions about satisfaction with services provided or supported by local authorities. Satisfaction with environmental services such as refuse collection, doorstep recycling and recycling centres are rated highly by respondents, lower levels of satisfaction have been recorded with some transport and recreational services.

However, as Table 2 shows, it is encouraging that users of the services have a more positive outlook on services compared to all respondents.

Table 2

| Service | Overall satisfaction | User satisfaction |
|--|----------------------|-------------------|
| Keeping public land clear of litter and refuse | 62% | N/A |
| Refuse collection | 84% | N/A |
| Doorstep recycling | 79% | N/A |
| Local tips / Recycling centres | 74% | 77% |
| Local transport information | 42% | 48% |
| Local bus services | 49% | 59% |
| Sport / leisure facilities | 47% | 55% |
| Libraries | 68% | 76% |
| Museums / galleries | 45% | 63% |
| Theatres / concert halls | 42% | 59% |
| Parks and open spaces | 70% | 74% |

There are still issues which need to be addressed, and the key messages from this consultation include:-

- Activities for teenagers have once again been highlighted as the issue that most needs improving in the local area. This issue has been considered as in need of improving by more respondents, compared to issues such as education provision, health services, the level of crime and job prospects. This should be and has been investigated further, as it may have been a result of various perceptions of what young people actually do and/ or young people's lack of awareness of available activities.
- Most respondents (85%) remain satisfied with their local area as a place to live, with those in the south of the County slightly more satisfied (90% in Warwick compared to 73% in Nuneaton and Bedworth).
- Satisfaction with many services supported by local authorities is relatively high; 84% are satisfied with refuse collection, 79% with doorstep recycling, 74% with recycling centres and 70% with parks and open spaces. Encouragingly, satisfaction levels with users of these services are even higher.
- Approximately one-third of respondents (34%) believe that the County Council provides value for money, whilst less than one-half (46%) are satisfied with the way the County Council runs things. Whilst these findings may seem disappointing, both measures have improved slightly since the 2008 Place Survey results.

- Almost twice as many respondents feel informed about civil protection arrangements in their local area compared to 12 months ago (30% compared to 16%). This significant increase is probably due to the large amount of publicity and information distributed about Swine Flu in the last 12 months.
- The local media, the Council website and information (e.g. local media, Warwickshire View, website, service leaflets etc) provided by the Council are the most popular ways respondents find out about the County Council.
- Perceived levels of anti-social behaviour continue to decrease year on year. The survey results suggest that approximately one in five respondents believe that drug use or drug dealing and drunk or rowdy behaviour are a problem in their local area. Significant differences exist across the County, with respondents in Nuneaton and Bedworth Borough nearly twice as likely to believe these issues to be problems compared to respondents in Stratford District.
- Similarly, the fear of being a victim of crime has also decreased, with one-half (51%) of respondents now stating they are worried about having their home broken into and having something stolen, compared to 65% in 2008.

2.2 Community Forums

Many issues have been identified and then resolved through the Community Forums which have become a highly effective vehicle (see recent Review of Locality Working) for taking various issues and consultations forward. In 2009-10 these issues included:-

- Changes to the Council's winter gritting policy following feedback and consultation with residents across the County;
- Facilities for the youths improvements – Multi Use Games Area has opened in Alcester and £175k funding been secured via Norton Foundation;
- Fire and Rescue Improvement Plan consultation – some of the forums were entirely dedicated to the consultation and helped inform the County Council's decisions;
- Improvements to road crossing facilities following concerns raised at the Rugby Town West Community Forum;
- Introduction to the "Youth Consortium" project in Rugby in order to ensure better coordinated youth provision;
- Flooding and drainage issues which have been identified as one of the priorities to feed into the localities plans in Stratford and Warwick Districts;
- Litter picking was one of many suggestions that North Leamington Forum came up with, as something it thought children could do in their area. The Forum was consulted by a cluster co-ordinator based in North Leamington Community Forum area in December 2009 and the co-ordinator contacted Warwick District Council who provided equipment for groups of children and their families to collect recyclable and non-recyclable items;
- Major cleanup operation of the Crown Way shopping precinct in Warwick District - In response to issues raised by residents about the state of the Crown Way shopping precinct at the North Leamington Community Forum in September 2009, Warwick District and Warwickshire County Councils have worked in partnership,

identifying grants and mainstream funds totalling £40,000 to transform the area. Further work and consultation with residents and the local Forum is currently being undertaken in a bid to transform a nearby disused area in Lillington into a community garden;

- In January 2010 Rural Community Forums in Warwick District were consulted, at the request of Warwick Area Committee, on a draft Joint Protocol for WCC/WDC involvement in and responding to Parish Plans, Parish Appraisals and Village Design Statements. The Protocol was subsequently endorsed by the Area Committee in March 2010, taking into consideration feedback from these Community Forums and Parish Councils;
- High speed rail consultation has been fed through local Community Forums for coordinated local discussion and in response to concerns raised at Forum meetings;
- Mental Health provision has been improved in the Keresley area after the issue was raised at the local community forum. Coventry & Warwickshire Partnership Trust are now providing services specifically designed for the local community from the local Community Centre;
- Ant-social behaviour and criminal damage close to Nuneaton town centre related to drug dealing from a property has been eliminated thanks to the issue being raised at the community forum.

Community Forums are considered as an excellent opportunity to clarify local issues such as highways, footpaths, parking, youth issues and youth provision, housing, recycling and anti-social behaviour. Many of these issues have been identified as priorities and will be fed into the forthcoming Locality Plans which are being established through discussion with local people.

Following the Localities Review which has been completed in July 2010, it is clear that good progress has been made in engaging citizens through the Community Forums, and providing them with an opportunity to engage not just with the County Council but also all other key public service providers. However, there is still a clear need to develop different approaches for under-represented groups, with particular efforts to ensure that those who are unable to attend, or choose not to attend the forums can still contribute.

2.3 Warwickshire LINK

The Warwickshire Local Involvement Network (LINK) is the umbrella organisation that brings together other networks, organisations, and individuals in the county concerned with health and social care. The LINK aims to help local people and organisations to speak with one voice, to influence key decision-makers and to be instrumental in improving health and social care services across all communities. The LINK does this by working in a collaborative and inclusive way, bringing together the skills, expertise and experience of people who use health and social care services with people and organisations that can represent the diverse needs of their communities.

The County Council is under a legal responsibility to ensure that there is a functioning and effective LINK that fulfils its statutory purposes.

Some examples over the past year of projects that the LINK has either successfully completed or is currently carrying out are:

- Gaining a patient perspective to the GP Out of Hours Service
- Examining the suitability of health information for blind and partially sighted people
- Mental Health Users Experience
- Dignity in Care Homes
- Warwickshire Healthline / Single Point of Access
- Access to maternity services for Traveller and Gypsy communities

The outcomes from this work are fed back to NHS Warwickshire, Adult Health and Community Services and to the appropriate Scrutiny Committees.

It is crucial that LINK carries on to develop its activity, so that its current achievements continue to be built on during and post its transition into the HealthWatch in 2012.

2.4 Citizens' Panels

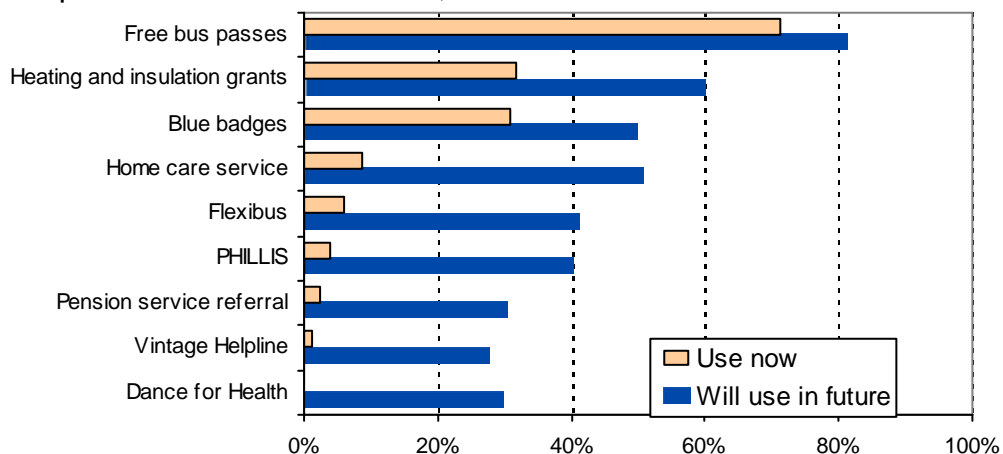
In 2009-10 the County Council conducted two Citizens' Panel surveys.

The first wave no. 29 focused on "Growing Old in Warwickshire". 1305 Panel members were given a list of nine services for older people provided by the County Council, and asked which they have heard of, which they currently use, and which they would use in the future. The response rate for this particular wave was 50%.

The survey revealed that at least three-quarters of respondents have heard of free bus passes (89%), heating and insulation grants (83%), the Home Care Service (81%) and blue badges (75%). However, less than one in five panel members had heard of the Vintage Helpline (7%), Dance for Health (9%), the Pension Referral Service (16%) and PHILLIS (18%).

Although free bus passes (71%), heating and insulation grants (32%) and blue badges (31%) are the only services currently used by a significant number of respondents, many more panel members say they will use each of the services shown in Table 3 in the future.

Table 3: Comparison of service use now, and in the future



On top of that, the Panel members were asked about their interest in and awareness of leisure and arts services, including the library service, results for which are presented in table 4.

Table 4: Services expected to be required in the library

| Services | |
|--|-----|
| Borrow books | 77% |
| Borrow CD's, videos and DVD's | 46% |
| Obtain information from books | 45% |
| Obtain information from leaflets | 45% |
| Take part in activities to develop new skills as a hobby | 24% |
| Attend any meetings about local issues | 24% |
| Read newspapers | 23% |
| Take part in activities to further your learning | 21% |
| Read magazines | 20% |
| Borrow talking books | 20% |
| Use the computers to surf the Internet | 18% |
| Borrow large print books | 15% |
| Use the computers to send or receive e-mails | 14% |
| Attend any exercise classes | 10% |
| Use the computers for any software packages | 9% |

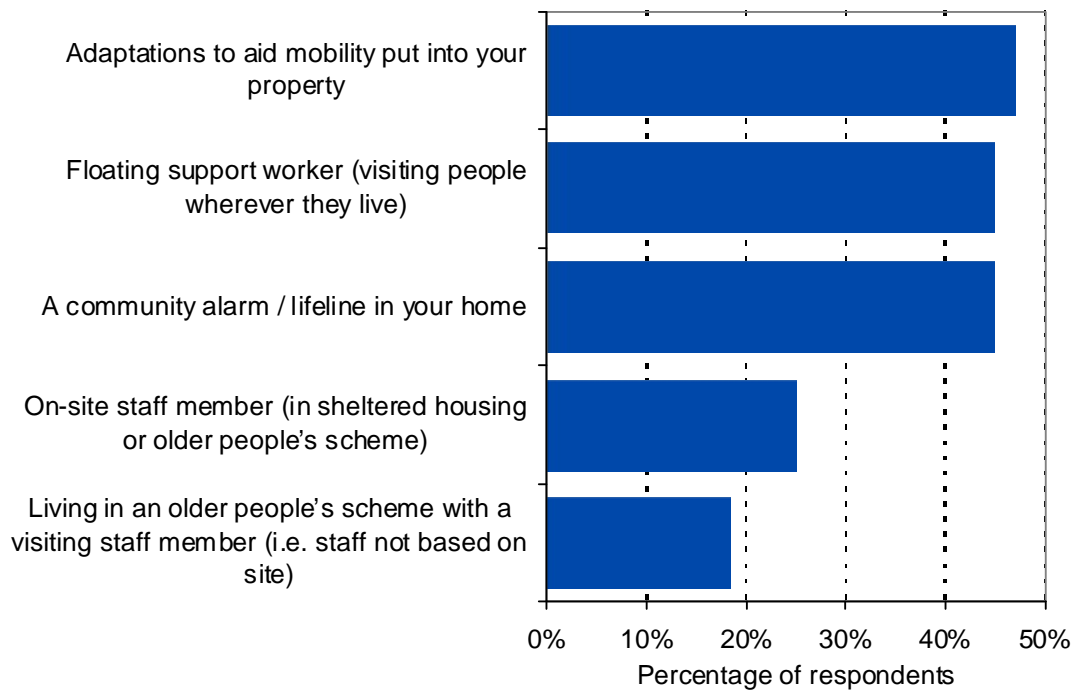
When asked where they would prefer to go to receive information or advice on health related issues, and where they would go more in the future, the Panel members voted for GP and dental surgeries, however they believe that their use may drop over time. Instead, panel members believe they will access information and advice via the Internet and through Social Services.

Housing and independence issues were also picked up by this survey and are being addressed by service managers.

Panel members were asked what help they would like to receive to help them to continue to live independently. 'Support with care needs', 'support with cleaning / gardening' and 'home visits' were each selected by approximately three-quarters of respondents.

Panel members were asked that if they needed housing support in the future to help to continue to live independently, which type of support service would be most suitable, they were given five options. Table 5 shows that the top three options were all well supported by respondents.

Table 5: Percentage of respondents to questionnaire



The results of this survey also showed that issues such as independence, safety and help in an emergency are things that become more important as people get older, whilst the quality of the property and having their own front door become less important.

Table 6: Important factors about where people live now, and for when they are older

| Important now | | Important in the future | |
|-----------------------------------|-----|-------------------------------------|-----|
| Quality of the property | 76% | Feeling independent | 75% |
| Having own front door | 74% | Feeling safe | 74% |
| Good relationship with neighbours | 72% | Good relationship with neighbours | 70% |
| Location | 70% | Quality of the property | 66% |
| Size of the property | 68% | Having own front door | 65% |
| Feeling independent | 62% | Near to family and friends | 65% |
| Feeling safe | 61% | Location | 64% |
| Near to family and friends | 56% | Transport links | 56% |
| Use of garden / allotments | 54% | Being able to get help in emergency | 53% |
| A home for life | 47% | Accessible / easy to get around | 53% |

All of the above findings have informed the Adult, Health and Community Services Directorate's improvement plans and the Libraries transformation programme.

The second wave of the Citizens' Panel survey which was conducted in 2009-10 concentrated on the following three subjects:-

- Road safety
- Accessible transport
- Love food/ hate waste

The road safety questionnaire came about following a desire to further improve current performance regarding the number of accidents on Warwickshire roads. Road traffic accidents in 2008 were 9% lower than in the previous year and fell by a further 11.5% in 2009.

The vast majority of casualties were caused by human error. The County Council used the Citizens' Panel survey as one of means to identify effective road safety solutions. The survey was sent to 1288 members, 590 responded to it.

Table 7 presents some of the survey results.

Table 7

| Q9 | Which three of the following measures do you think are most important in reducing road traffic accidents in Warwickshire? <i>Please select up to three</i> |
|----|---|
| | 52.5% Enforcing speed limits |
| | 29.3% Educating children in road safety |
| | 56.1% Enforcing the drink / drive laws |
| | 33.6% Training drivers to drive more safely |
| | 13.5% Improving the quantity and quality of road signs and road markings |
| | 13.5% Traffic calming measures e.g. road humps and chicanes |
| | 17.6% Training children to cycle more safely |
| | 11.6% Enforcing the use of seat belts |
| | 16.1% Reducing speed limits |
| | 64.0% Enforcing mobile phone laws |
| | 8.4% Providing motorcycle training |

The second part of the wave 31 of the Citizens' Panel dedicated to transport was released in order to inform the review of the County's Accessibility Strategy and formed a part of the Warwickshire's Local Transport Plan (LTP3) consultation which has continued into 2010-11. It has produced some interesting findings as shown by Table 8 and 9.

Table 8

| Q18 | Do any of the following factors limit your ability to access services and facilities when travelling to <u>work</u> ? <i>Please tick one box in each row</i> | Does not limit | Small limitation | Severely limits |
|-----|---|----------------|------------------|-----------------|
| | Lack of available public transport services | 57.1% | 11.6% | 31.3% |
| | Congestion of the road network | 30.6% | 49.4% | 20.0% |
| | Cost of transport (either private or public) | 54.8% | 27.9% | 17.4% |
| | The location of services and facilities | 63.9% | 25.4% | 10.7% |
| | Safety and security whilst travelling on any other mode of transport | 71.1% | 21.3% | 7.6% |
| | Lack of information on public transport services | 63.1% | 25.2% | 11.7% |
| | Personal physical mobility | 90.0% | 6.0% | 3.9% |
| | Lack or cost of parking at the destination | 59.5% | 26.5% | 14.0% |

Table 9

| Q21 Do any of the following factors limit your ability to access services and facilities when travelling to healthcare facilities? | | | |
|---|----------------|------------------|-----------------|
| <i>Please tick one box in each row</i> | | | |
| | Does not limit | Small limitation | Severely limits |
| Lack of available public transport services | 69.0% | 16.5% | 14.4% |
| Congestion of the road network | 54.0% | 39.2% | 6.9% |
| Cost of transport (either private or public) | 73.8% | 19.2% | 7.0% |
| The location of services and facilities | 66.3% | 25.8% | 7.8% |
| Safety and security whilst travelling on any other mode of transport | 79.9% | 17.6% | 2.5% |
| Lack of information on public transport services | 73.2% | 20.0% | 6.8% |
| Personal physical mobility | 86.6% | 9.6% | 3.9% |
| Lack or cost of parking at the destination | 52.8% | 27.4% | 19.8% |

The survey has also revealed that only approximately 24% of all respondents were aware of any community transport initiatives, and so they predominantly used their private vehicles for travel.

The overall message from the Citizens' Panel surveys is that they remain to deliver quality information, with a response rate for each survey at around 50%.²

The make up of the Panel and its use is, however, being reviewed to increase its take up of consultations, ensure its full potential is utilised and the Panel is fairly representative.

2.5 Mystery Shopping

In 2009-10 the authority undertook two waves of a mystery shopping exercise in spring (mini wave) and autumn (main wave), and one benchmarking exercise in autumn.

The spring and autumn mystery shopping exercises brought very similar results. As every year since November 2006 four communication channels have been assessed by an independent external company Mystery Shoppers Ltd:-

- telephone
- email
- visit
- letters

The Mystery Shoppers measured each channel on 8 - 79 occasions, using rigorous criteria in terms of quality of information/ advice, customer care, adherence to corporate standards, etc.

The overall results are shown in Table 10 overleaf.

² The Citizens' Panel is made up of approximately 1,300 members.

Table 10: Overall satisfaction

| Target | Calls | Emails | Visits | Letters | Overall |
|------------|-------|--------|--------|---------|------------|
| WCC Wave 7 | 87% | 71% | 85% | 68% | 82% |

The overall satisfaction levels were 3% below the set target of 85%.

The results of the Benchmarking exercise were consistently high in comparison with previous years³.

The key messages from the Benchmarking exercise conducted in November 2009 are as follows:-

Calls

Warwickshire County Council consistently achieves high scores in this area always achieving over 79% satisfaction and has reached 91% satisfaction. Although we have failed to reach the benchmarking average in the last five waves we still scored highly in the last wave achieving 84% satisfaction with our calls compared with the benchmarking average of 87%.

Emails

Warwickshire County Council have consistently improved and exceeded the benchmarking average in this area in the majority of waves. In the last wave we exceeded the benchmarking average again scoring 71% compared with the benchmarking average of 69%.

Website

Warwickshire County Council have exceeded the benchmarking average score in this area many times and have consistently increased and maintained high levels of satisfaction, achieving 83% satisfaction in the last wave, although not quite reaching the benchmarking average of 86%.

Visits

Warwickshire County Council has consistently achieved high scores for satisfaction with visits always scoring above 77%. In Autumn 2009 our satisfaction score was 91%, our highest score to date, exceeding the benchmarking average of 85%.

Letters

Warwickshire County Council has improved in this area from 54% in Spring 2009 to 60% in the last wave compared with the benchmarking average of 57%.

Both types of Mystery Shopping exercised have stopped being commissioned via an external provider with a cost saving of approximately £10,000, and 2 new “replacement” projects have been developed, instead.

³ Warwickshire County Council was part of the Benchmarking exercise carried out by Mystery Shoppers Ltd. since 2005. This involved being tested against the 35 (approx) participating authorities across the UK. The exercise has discontinued in 2010.

The first one called Joint Peer Mystery Shopping project involves our partners from District and Borough Councils and Coventry City Council. In this project we use each Council's staff to mystery shop another authority's service on a reciprocal basis.

The other project called Internal Mystery Shopping involves rating the County Council's internally facing services by the Council's consultation practitioners.

Both projects have been developed in order to continue rating our services via the mystery shopping mechanism at the lowest cost possible, and both have had completed phase 1, which measured telephone interactions.

2.6 Directorate consultation and engagement

Below are presented some of the outcomes and key messages from major consultation and engagement activities across Directorates which were conducted in 2009-10.

Adult, Health & Community Services

- National Older People's Week (October 2009) – two events were held in the north and south of the county. They were an opportunity to engage customers around the personalisation agenda and raise their awareness of the subject. The overall feedback from participants was good. A large majority of participants had not engaged with the team previously, these events therefore opened the door to future communication and engagement. As a result, 44 referrals were made to a variety of organisations and events. Excellent partnership working was demonstrated at these events, and it provided a platform for a wide range of local and national agencies to share practice and experience. It has been envisaged that an annual conference will be held during national older people's week each year to focus on a particular theme of importance to older people representing an increased opportunity for older people to have their say.
- International Club (March 2010) – a cultural event took place bringing together many communities from a variety of cultures from across South Warwickshire to encourage community integration and knowledge sharing.
- Older People's Forums – these are held regularly in order to strengthen links with local communities, provide and share valuable information, make referrals. 36 referrals were made as a result of the North Warwickshire Older People's Forum.
- PHILLIS service evaluation focus groups – it formed a part of a 3 year evaluation process, which involved gathering the views of existing and potential customers of the PHILLIS service and obtaining views of "valuing age" to maintain independence. Report of findings was sent to PHILLIS for service progress and development. As a result of attending the focus groups, participants joined their local Older People's Forum.
- Day Opportunities Consultation (July 2009) – This project involved consulting with a wide range of people who reside in Warwickshire and who are not currently receiving a day care service, in order to obtain their views, needs and experiences regarding service provision and day opportunities. This consultation has informed a report of findings to be presented to the day services review project team, and will be considered when designing a new service model for future day opportunities.
- Charging Review (November 2009) – The aim of this project was to undertake a planned and timely consultation process on the adoption of a full cost recovery

model and inform existing customers and carers about future charging arrangements as well as to undertake a review of the contribution customers make to their care packages in line with the transformation of adult social care.

- Charter of Domiciliary Care (August 2009) – The aim of this project was to obtain customers' views in order to develop a charter for domiciliary care and support that reflects the needs of customers and of what they expect of a good quality service. This has helped to promote choice and control in relation to domiciliary care support.
- Libraries Transformation Programme consultations – As a result of surveys and engagement with users, plans to improve the facilities have been developed and implemented. These included the implementation of the self-service and new Children's Centres.

Children, Young People and Families

- Hear by Right and "Tell Us" surveys – These consultations enabled CYPF to develop action plans and pledges in response to key findings.
- Area Youth Forums – These are regular weekly meetings now in partnership with Area Children's Trust. Its key themes include bullying, nothing to do, safety, etc. As a result of these forums decisions are being made at a local level. They also influence policy amendments.
- County Youth Panel (Vox) – The Panel consists of young people representing each of the 5 areas of the County Council which meets on a monthly basis to discuss a variety of issues and concerns. These meetings are attended by a Head of Service.
- United Kingdom Member of Youth Parliament – During monthly meetings with an access to a portfolio holder and strategic directors to ensure ongoing influence and involvement, key issues including lowering voting age, increasing political education in schools, subsidised travel, etc. is pursued.
- Positive about Young People Programme – a wide consultation and engagement with young people which took place last year to evaluate satisfaction levels of young people, their parents/ carers with various services. Due to its success and popularity, the programme will continue during 2010-11.
- BIGMOUTH! Teenage Parents' consultation and forums in Rugby and Nuneaton – Three main issues have been highlighted during these events around housing being poor, lack of information on benefits and substandard treatment by midwives. As a result, parents in Rugby received support in raising complaints about housing; they were helped by Family Information Service to receive information on benefits. Also, the young parents contributed to the development of a specialist midwifery service for teenage parents.
- Respect Yourself Mystery Shoppers Programme – It involved young people visiting local sexual health services and feedback on their experiences. The PCT received the feedback and is looking at improving training for receptionists as well as improving signposting within their facilities.
- Every Child Matters (ECM) survey – This is an online survey offered to school pupils. The wide ranging information from the survey relating to school life, health, safety and careers will be used to inform the Needs Analysis and Young People's Plan. The survey has been followed by more consultation. Its results revealed that there was a lack of information available on how to support children's online usage, that practitioners did not feel as comfortable as they should in delivering parenting programmes. Using this information the Family Information Service developed a booklet on internet safety, including information on locally and nationally available

support, for example free software available to parents living in Warwickshire. The Parenting Development Team (PDT) set up peer support groups where practitioners could discuss the difficulties they were finding with delivering parenting programmes and use each other's experiences and advice, as well as that of the PDT, to support them.

- Joint Commissioning Strategy consultation – As a result of this annual feedback and survey, some services were identified as unhelpful and de-motivating for young people. The results were fed back to services and measures have been put in place to monitor levels of service user satisfaction, etc.

Customers, Workforce and Governance

- The Partnership Place Survey messages have been incorporated into the 2010-13 Directorate Business Plan. These are outlined below:-
 - Although satisfaction with the way Warwickshire County Council runs things has increased in comparison with the previous year's statutory Place Survey results by 3% and has risen to 46%, CWG missed its target set at 50%. Areas of improvement have been identified and centred on improving customer services and communications to customers. The Directorate has continued its work on the One Front Door Project, which includes migration of all services defined in the Customer Contact list into the One Front Door, implementation of recommendations for a joint contact centre, a single web presence and continued roll out of one stop shops as agreed with District and Borough Councils. On top of that a new Communications and Marketing Strategy has been developed.
 - The Council has almost met the set target of 30% for percentage of respondents who feel they can influence decisions in their local area. In order to further improve this result, the Directorate is committed to implement the recommendations of the Localities Review and a new joint consultation and engagement strategy with partners. The Council is also committed to manage 30 community forums with partners.
 - The result for participation in regular volunteering has decreased in comparison with the previous survey by 1% reaching 25.1%, and the set target of 27% has been missed. In order to improve this result, a Volunteering Marketing Strategy is to be agreed and implemented.
 - The target for dealing with local concerns about anti-social behaviour and crime issues by the local council and police has increased to 25.2%, but we still missed our target set at 26.3%. In response to this a partnership Task and Finish Group has been meeting regularly to implement actions to improve Confidence. A strategy and action plan is under development and partnership communications campaign has been running over summer and autumn 2010.
- Service improvements plans have been developed from the Mystery Shopping findings and actions have been identified for the One Stop Shop and Customer Service Centre Managers to be taken. The Council's contract with Mystery Shoppers Ltd. has come to an end, and the Corporate Consultation service has been looking at alternative ways to of collecting feedback on services via Joint Peer Mystery Shopping exercise, Internal Mystery Shopping exercise and the customer feedback system called GovMetric which measures customer satisfaction levels across all 4 communication channels and enables benchmarking with our 4 District and Borough partners.

Environment and Economy

- County Highways took part in the National Highways and Transport Public Satisfaction Survey in 2009, which allows the Council to compare its performance with 76 local authorities, including 25 county councils. Warwickshire's scores are comparable with most other counties. In particular, satisfaction has increased with "planning of road works". This has been followed later by the Winter Service Review Questionnaire, the results of which show that 83% of respondents are satisfied in County Highways Winter Maintenance following worst winter in 30 years. It has also informed new service plans.
- The Directorate has also undertaken several parts of an extensive local transport consultation which has continued into 2010-11. The consultation included a stakeholder workshop, issues and priorities from which were carried out through to the community forums and from March 2010 the second part of the consultation was launched with an online and paper survey. This consultation is to inform the Local Transport Plan review and strategy. The Third Warwickshire Local Transport Plan will be published in April 2011. The outcome of it will be a transport strategy for the next 5 years which is based on the views of the people of Warwickshire.
- Some consultation, including a Citizens' Panel survey, took place around Country Parks, which informed the service planning and service improvements.
- Household Waste Recycling Centre (HWRC) Survey was also conducted by the Directorate in 2009-10. Respondents were asked how satisfied they were with a range of services and facilities at the site they were visiting. General satisfaction results were very high, overall 98% of respondents were satisfied with the site they were visiting. Information has been incorporated to the HWRC fundamental review, the results of which will be discussed at Overview and Scrutiny in October.
- The Partnership Place Survey 2009 results have also triggered a lot of improvement into the way the Directorate's services are delivered. For example, the Country Parks service is looking at provision of activities for teenagers and play areas for children; the Directorate manages the "workless" agenda for the County Council to maximise opportunities for Warwickshire's disadvantaged residents to reach economic potential and works with partners on existing provision both statutory and voluntary; the Directorate has also been looking at their contribution to reducing crime in Warwickshire – a joint street lighting scheme with the District's community safety; etc.
- The Trading Standards service continued its annual consultation and monitoring of customer satisfaction in 2009-10. The results show that Warwickshire businesses are very positive about the support they receive from Trading Standards Officers, and the majority of customers with consumer problems were very satisfied with the overall level of service they received. Any identified shortfalls in service delivery have resulted in improved quality monitoring systems together with improved data inputting and complaint recording.

Fire and Rescue

- The Fire and Rescue regular surveys showed that in 2009-10 members of the public are generally satisfied or very satisfied with the services they have received, which included after the incident care, post fire safety inspections, home fire safety services, etc. In particular:

➤ Satisfaction with Home Fire Safety Checks 100%

- Satisfaction with quality of services provided 99%
 - Satisfaction with post fire safety inspections 98%
- Also last year the Directorate undertook an extensive consultation on its Integrated Risk Management Plan. Having evaluated the responses to the consultation, the 8 steps of the Improvement Plan were reviewed and amended and a new proposal was out to and accepted by the full Council in July 2010.

2.7 Conclusions

In conclusion, the number and level of service improvements as a result of effective consultation proves our commitment to increasing engagement with Warwickshire residents, stakeholders, service users and partners. It is extremely important that we are able to build on this, share the good practice, work closely together as an organisation and learn from our mistakes to increase the quality in the way we inform, consult and involve.

3.0 **Developing the Council's Corporate Consultation function**

3.1 Improving the Council's consultation and engagement activities

- 3.1.1 The recent joining up of the Corporate Consultation Function with the Localities and Communities Team gives the Council a greater than ever opportunity to improve our relationships with the citizens of Warwickshire and our partners, and it will enable us to get much closer to Warwickshire communities, including the seldom heard ones. Many projects in the direction of further improvements are already under way.
- 3.1.2 They include a development of a countywide consultation and engagement system, which will be used to share information on all consultation and engagement activities conducted by the County's public services, a delivery of aspects of the Consultation Excellence Scheme, which will enable us to develop and implement reviewed consultation and engagement standards and get a better understanding of what consultation and engagement is taking place and what are its true outcomes.
- 3.1.3 We are in a good position to better coordinate, rationalise and deliver consultation and engagement activities, the aspirations of which are fully explained in the following part of this report.

3.2 Where we are now

- 3.2.1 This assessment of the current role of the corporate consultation function was carried out following the move of the Corporate Consultation function to the Localities and Communities Team. This was carried out via the following means:-
 - meetings with consultation and engagement practitioners from across all Directorates (Corporate Consultation Operational Group – CCOG);

- meetings with consultation strategic leads from across all Directorates (Corporate Consultation Strategic Group);
- meetings with consultation operational staff from across Directorates;
- meetings with consultation and engagement leads from partner organisations (Warwickshire Joint Consultation Group);
- baseline audit of all consultation activities planned to be conducted in 2010-11;
- feedback from Warwickshire residents on communications and access to information received through a Citizens' Panel survey conducted in June- July 2010;
- analysis of the work delivered by the Corporate Consultation Officer.

3.2.2 The research has revealed the following:-

- There is only limited coordinated and planning of consultation and engagement activities a) across the Council and b) with partners
- There are a number of consultation and engagement activities being conducted each year by the Authority, but it has been extremely difficult to obtain any adequate information in relation to these activities before they start, as they progress or at their conclusion
- The Consultation Database (which was supposed to be a central repository of this information) has not been consistently used since January 2009. It is regarded by those who *should* be using it as cumbersome, out of date, and unfit for purpose
- Direct feedback from Warwickshire residents and Citizens' Panel members reveals that they generally find information on consultation activities difficult to find, and that there is not enough information about how their feedback impacts on decision making whilst they are being consulted on numerous occasions.⁴
- There is some evidence of consultation/ engagement duplication and overload.
- Consultation practitioners and strategic leads from Warwickshire County Council and its partner agencies agree that they are not systematically aware of forthcoming consultation and engagement activities being conducted by one another.
- There are no standards for consultation and engagement in the County Council. This results in inconsistent quality and degrees of incoherence.
- The "duty to consult" is often confused with the "duty to inform" where the decisions on significant changes to services had already been made.
- There is evidence of a lack of understanding of what good quality consultation and engagement involves, and best practice is not promoted and shared across the Directorates.

⁴ This statement is based on a number of phone calls and emails received via the Web Feedback system on the consultation web pages and on the outcomes of wave 32 of the Citizens' Panel Survey.

- The consultation mechanisms have not been reviewed and improved for a long time, and some of them are considered as old-fashioned, costly and not fully inclusive. This particularly relates to paper questionnaires and surveys.
- There is only limited information available on the outcomes of each consultation activity and how the activity has informed decision and policy making (if at all)

3.3 Where we want to be

3.3.1 Taking into account the lessons learned from the review we have drafted a fresh vision for consultation and engagement in Warwickshire County Council and across the partnership is suggested as follows:-

Warwickshire residents feel informed, involved in the decision and policy making processes and empowered to make their choice.

3.3.2 We will work towards achieving this vision by ensuring that:

- we use a variety of methods of consultation and engagement including citizen juries and innovative electronic methods;
- all consultation and engagement activities conducted in the County Council are effective and deliver best value for money to Warwickshire residents; in particular we must ensure that the level of all consultation is desirable, sustainable and affordable;
- we have a coherent and coordinated approach to the planning and conducting of all consultation and engagement activities across Warwickshire County Council and the partnership through a joint robust consultation commissioning mechanism and the establishment of an annual Consultation and Engagement Forward Plan;
- we establish a new, user friendly and effective consultation and engagement 'repository';
- we develop a set of standards for consultation and engagement on behalf of the County Council;
- all consultation and engagement activities in the County Council are conducted within an agreed framework, to high quality standards, because they are actually needed, and that they meet current legal and good practice guidelines;
- the methods used for all consultation and engagement activities conducted in the County Council are inclusive and enable the voices of seldom heard groups to be loudly heard;
- the most appropriate and wherever possible innovative methods are used to conduct consultation and engagement activities;
- best practice is shared across Directorates and with / between partners, and that we try to combine consultation where practical to reduce costs, duplication and consultation overload;

- the outcomes of all consultation and engagement activities will be published and that they will inform our decision making, policy development and service planning;
- the effectiveness of all consultation and engagement activities is evaluated.

David Carter
Strategic Director for Customers Workforce and Governance
13th October 2010

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board
Date of Committee 10th November 2010
Report Title Scrutiny Reviews Progress Report and New Proposals for Task and Finish Groups
Summary The Board is asked to comment on the progress of scrutiny reviews and consider any new proposals for task and finish groups to undertake reviews.

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 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.

Scrutiny Reviews Progress Report and New Proposals for Task and Finish Groups

Report of the Strategic Director Customers, Workforce and Governance

Recommendation

That the Overview and Scrutiny Board

- (1) Comments on the progress of the scrutiny reviews
- (2) Considers any new proposals for task and finish groups
- (3) Decides which groups it wishes to commission and appoints the members and chairs of those groups.

1. Background

- 1.1. At its meeting on 5 October 2010 the Board commissioned 2 new task and finish groups (Household Waste Recycling Centre Provision and Adult Social Care Low Level Prevention Services). It also approved the terms of reference of 2 previously commissioned groups (Communication with the Public & Financial Accountability and Public Service Reform).
- 1.2 The Board requested that the following be revised for further consideration
 - Hospital discharges and re-ablement services (revision appendix A)
 - Control of alcohol -review of licensing across the county
 - Supporting the local economy

The proposed terms of reference for the latter 2 reviews will be circulated following their consideration by the Communities Overview and Scrutiny Committee on 3rd November 2010. North Warwickshire Borough Council has made a number of comments relating to draft terms of reference for the control of alcohol proposed review which will be considered by the Communities Overview and Scrutiny Committee on 3/11/2010. Appendix B sets out the criteria for commissioning a review. All 3 reviews can be accommodated within the current work programme if commissioned.

- 1.4 A decision on whether or not to commission a review on locality working was deferred until after the outcomes of the current Locality Review are known.

2. Scrutiny Reviews Progress Report 2010/11

| Topic | Reports to Parent Committees | Progress and Comments |
|--|---|--|
| Hawthorn Ward | Health OSC 1.07.2010 | Recommendations referred to PCT and NHS Partnership Trust. Recommendations accepted. |
| School Exclusions | Children & Young People OSC 8.9.2010 | Recommendations being considered by Cabinet 18.11.2010 |
| Safeguarding Children | Children & Young People OSC 8.9.2010 | Recommendations being considered by Cabinet 18.11.2010 |
| Support for Carers | Adult Social Care & Health OSC 16.09.2010 | Recommendations being considered by Cabinet 16.12.2010 |
| Child Adolescent Mental Health Services (CAMHS) | Adult Social Care & Health OSC 16.09.2010 | Recommendations being considered by Cabinet 16.12.2010 |
| Rugby A&E Services consultation | Adult Social Care & Health OSC 12.10.2010 | Recommendations were endorsed by ASC&H OSC on 12.10.2010 and forwarded to Warwickshire PCT and UHCW |
| 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 Draft report currently circulating for agreement. |
| Communication with the public and financial accountability | Overview & Scrutiny Board 12.1.2011 | Phase 1 report being considered by OSB on 10.11.2010 |
| Public Service Reform | Overview & Scrutiny Board 12.1.2011 | Facilitated workshop AM 3/11/2010 and further meeting 30 th November 2010. Workshop to consider future shape of public services & what local government services might be offered to the wider public sector. |
| Household Waste Recycling Centres | Communities OSC 3.11.2010 | Single Issue Meeting held on 25 October 2010 Recommendations being considered by OSC 3/11/2010 |
| Adult Social Care Prevention Services | Adult Social Care & Health OSC 24.1.2011 | Review planning meeting held 26/10/2010. 2 select committees being arranged - PM 9/11/2010 overall strategy & vision, telecare, aids & adaptations, housing related services and extra care PM 23/11/2010—contribution of 3 rd sector, community meals and lunch clubs. |

DAVID CARTER
Strategic Director Customers,
Workforce and Governance
Shire Hall
Warwick
26 October 2010

Proposals for Task and Finish Groups

Appendix A

| | |
|--|--|
| Review Topic (Name of review) | Hospital Discharges (delays and outcomes) and Reablement Services |
| Panel/Working Group etc – Members | TBA |
| Key Officer Contact | TBA |
| Relevant Portfolio Holder(s) | Cllr Izzi Seccombe; Adult Social Care Cllr Bob Stevens, Health |
| Relevant Corporate/LAA Priorities/Targets | <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"> • Supporting people to remain at home living independently • Decrease ongoing home care packages due to the introduction of prevention and early intervention including reablement • Narrowing the gaps and sustainable affordable services fit for the future. |
| Timing Issues | <p>Reablement services are currently being rolled out across the County, the services are currently operational in 3 areas (Nuneaton and Bedworth, Stratford and North Warwickshire). The service will be introduced in Warwick District during October and then in Rugby by the end of November. 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> |
| Type of Review | In depth review |
| Resource Estimate | <p>If commissioned this review 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. 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 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 longer people remain in hospital the more dependant they become and the more difficult it becomes to rehabilitate back to independent living, creating an increased pressure on adult social care services.

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. Whilst it is important to ensure that discharges are timely, it is also fundamentally important to ensure that the outcome of the discharge is appropriate to individual needs. Government guidance states that no one should be admitted to residential care directly from hospital. Currently, it is thought that the numbers of people admitted to residential care direct from hospital in Warwickshire is too high. There is a need to ensure that health and social care services are working effectively in partnership to ensure timely discharges and appropriate discharge outcomes.

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>Objectives of Review (Specify exactly what the review should achieve)</p> | <ol style="list-style-type: none"> 1) To establish how effectively health and social care services are working in partnership to ensure timely discharges and appropriate discharge outcomes 2) To identify the factors which cause delays in discharging people from hospital and lead to inappropriate discharge outcomes and to consider the effectiveness of any plans/actions which have been taken to address the issues. 3) To identify the barriers to improve hospital discharges (process and outcomes) and the affordable options or solutions which would enable improved outcomes for people 4) To assess the impact the reablement services has had on hospital discharges and outcomes 5) To identify whether there are inequalities across the county, differential waiting/assessment times or differential outcomes. 6) To identify whether there are areas where improved working with partners could improve the outcomes for people and reduce demands on resources. 7) To reduce the number of delayed discharges from hospital 8) To reduce the number of people admitted directly to residential care from hospital |
| <p>Scope of the Topic (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"> • TBC <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> • TBC |
| <p>Indicators of Success – Outputs (What factors would tell you what a good review should look like?)</p> | <ul style="list-style-type: none"> • Recommendations accepted and implemented to deliver improvements |
| <p>Indicators of Success – Outcomes (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p> | <ul style="list-style-type: none"> • Recognisable improvements in discharge processes and outcomes • Reduction in number of delayed hospital discharges • Reduction in number of people admitted to directly to residential care from hospital |
| <p>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)</p> | |

Criteria for Commissioning Scrutiny Reviews

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

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 10th November 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
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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 considers the draft work programme at Appendix 1 and amends as appropriate.

1. Draft Work Programme

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

Moving Forward Locality Working and Closing in on the Big Society

The report contains a series of recommendations to take forward the Council's work (with partners) on Locality Working and the Big Society.

Quarter 2 Headline Performance Report

This report presents headline performance on Warwickshire County Council's performance for Quarter 2 (April - September 2010).

Capital Programme Variations and Capital Review

Variations to the capital programme and capital review. To go to Cabinet - 18th November 2010 or appropriate meeting of Council as and when variations to the capital programme are required. Following the decision of County Council in December 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million. Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that we cannot anticipate specific variations in advance.

2010/11 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.

2010/11 Savings Plan – Projected Outturn as at Quarter 2

To inform members of the progress on the delivery of the 2010/11 savings plan.

Sub-regional Procurement Strategy 2010 - 2015

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.

Framework Contract for Building Responsive and Planned Maintenance and Minor Improvement Works

This report summarises the existing contractual provision for this service and proposes to programme a re-tendering exercise to maintain continuity of this service ahead of the current contract expiring. The proposal will move towards a client focused cost effective model open to Warwickshire County Council and other Public Bodies.

Land West of Europa Way, Warwick (Exempt)

Opportunity to promote development of the land at Europa Way to meet future local planning needs.

Land at South West Warwick (Exempt)

The planned disposal of the Council's land at south west Warwick is dependent upon the delivery of enabling works such as highways, mains drainage and flood alleviation works in accordance with legally binding agreements. The Council is required to make a commitment to these works and make financial provision in its capital programme.

Land adjoining Cape Road, Warwick (Exempt)

Cabinet to consider property related issues at land adjoining Cape Road, Warwick.

Cabinet 16/12/2010

Quarter 2 Corporate Performance Report (April – September 2010)

This report presents a detailed analysis and key messages on Warwickshire County Council's performance for Quarter 2 (April - September 2010).

Project and Programme Management Approach

A report reviewing the current project and programme management arrangements and progress and proposals for a new corporate approach to be launched in January 2011.

Capital Programme Variations and Capital Review

Variations to the capital programme and capital review. To go to Cabinet - 16th December 2010 or appropriate meeting of Council as and when variations to the capital programme are required. Following the decision of County Council in December 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million.

Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that we cannot anticipate specific variations in advance.

Risk Management Strategy

Reports the outcome of a review of the Council's risk management strategy.

Cabinet 27/01/2011

Business Case for Warwickshire Direct - Leamington

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.

Voluntary Sector Developments

Following from the report in June 2010, the report proposes changes to the Council's arrangements with the voluntary and community sector.

Quarter 2 Corporate Performance Report (April – September 2010)

This report presents a detailed analysis and key messages on Warwickshire County Council's performance for Quarter 2 (April - September 2010).

Capital Programme Variations and Capital Review

Variations to the capital programme and capital review. To go to Cabinet - 27th January 2011 or appropriate meeting of Council as and when variations to the capital programme are required. Following the decision of County Council in December 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million. Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that we cannot anticipate specific variations in advance.

2010/11 Projected Revenue Outturn – Quarter 3

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.

2010/11 Savings Plan – Projected Outturn as at Quarter 3

To inform members of the progress on the delivery of the 2010/11 savings plan.

2010/11 Projected Capital Outturn – Quarter 3

This report seeks Members' approval of changes to the capital expenditure and financing programme since September 2010.

3. Dates of Future Meetings

The dates for future meetings of the Board at 2pm are as follows:

12 January 2011

16 March 2011

25 May 2011
20 July 2011
28 September 2011
30 November 2011
25 January 2012
28 March 2012

DAVID CARTER
Strategic Director Customers,
Workforce and Governance
Shire Hall
Warwick
14 October 2010

Overview and Scrutiny Board Work Programme 2010-2011

| 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 |
|------------------|---|-----------------------|------------------------|------------------------------|---------------------------|----------|--|--|--|--|---------------------------|
| 10 November 2010 | Update report One Front Door and Leaner Processes –(Kushal Birla) | | | √ | | √ | | | | | |
| | Position Statement on shared services (Monica Fogarty) | | | | | | | | | | |
| | Phase 1 Report Communication with the Public and financial accountability (Paul Williams) | | | | | | | | | | |
| | Future role of Corporate Consultation (Nick Gower-Johnson) | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | |
| | O&S Board Work Programme (Jane Pollard) | | | | | | | | | | |

| | | | | | | | | | | | |
|-----------------|---|--|--|--|--|--|--|--|--|--|--|
| 12 January 2011 | Treasury Management Monitoring Report 2010/11 | | | | | | | | | | |
| | Final Report Communication with the Public and financial accountability (Paul Williams) | | | | | | | | | | |
| | Final Report Public Service Reform (Jane Pollard) | | | | | | | | | | |
| | LAA Quarter 2 Performance Report | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | |
| | O&S Board Work Programme (Jane Pollard) | | | | | | | | | | |
| 16 March 2011 | Annual O&S report to Council (Jane Pollard) | | | | | | | | | | |
| | Property Review Update (Steve Smith) | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | |
| | O&S Board Work Programme (Jane Pollard) | | | | | | | | | | |

Overview and Scrutiny Board Work Programme 2010-2011

| 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 |
|------------------|---|-----------------------|------------------------|------------------------------|---------------------------|----------|--|--|--|--|---------------------------|
| 10 November 2010 | Position Statement on shared services (Monica Fogarty) | | | √ | | √ | | | | | |
| | Update report One Front Door and Leaner Processes –(Kushal Birla) | | | | | | | | | | |
| | Future role of Corporate Consultation (Nick Gower-Johnson) | | | | | | | | | | |
| | Phase 1 Report Communication with the Public and financial accountability (Paul Williams) | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | |
| | O&S Board Work Programme (Jane Pollard) | | | | | | | | | | |

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|-----------------|---|--|--|--|--|--|--|--|--|--|--|--|
| 12 January 2011 | O&S Board Work Programme (Jane Pollard) | Includes progress report on reviews and proposals for task and finish groups | | | | | | | | | | |
| | Final Report Communication with the Public and financial accountability (Paul Williams) | | | | | | | | | | | |
| | Final Report Public Service Reform (Jane Pollard) | | | | | | | | | | | |
| | LAA Quarter 2 Performance Report | | | | | | | | | | | |
| | Treasury Management Monitoring Report 2010/11 | | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | | |
| 16 March 2011 | Annual O&S report to Council (Jane Pollard) | | | | | | | | | | | |
| | Scrutiny Reviews Progress Report and new proposals (Jane Pollard) | | | | | | | | | | | |
| | O&S Board Work Programme (Jane Pollard) | | | | | | | | | | | |
| | Property Review Update (Steve Smith) | | | | | | | | | | | |