

# Overview and Scrutiny Board

**10 March 2011**

## Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Thursday 10 March 2011 at 10.00 a.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 12 January 2011**

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



## Part 1 Partnership Matters

### 2. Overview and Scrutiny Annual Report 2010/11

Report of the Strategic Director for Customers, Workforce and Governance

This report outlines the work undertaken by Overview and Scrutiny during 2010/11.

#### Recommendation

Overview and Scrutiny Board is recommended to agree the Overview and Scrutiny Annual Report 2010/11 and forward the report onto Council for consideration.

For further information please contact Jane Pollard, Democratic Services Manager, Tel: 01926 412565 E-mail [janepollard@warwickshire.gov.uk](mailto:janepollard@warwickshire.gov.uk) or Michelle McHugh, Overview and Scrutiny Manager, Tel: 01926 412144 E-mail [michellemchugh@warwickshire.gov.uk](mailto:michellemchugh@warwickshire.gov.uk).

## Part 2 Council Matters

### 3. Public Question Time

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

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

To be sure of receiving an answer to an appropriate question, please contact Ann Mawdsley on 01926 418079 or e-mail [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk) 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council staff are aware of the matter on which you wish to speak.

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

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

#### **5. Development of Draft Measures and Targets in Support of the CBP 2011-13**

Report of the Assistant Chief Executive

Following the approval of the high level Corporate Business Plan on the 15<sup>th</sup> February at full council, this report presents the proposed measures and targets for inclusion relevant to the remit of the Overview & Scrutiny Board.

##### **Recommendation**

That Overview and Scrutiny Board consider and challenge, where appropriate, the draft measures and targets listed within Appendix A that will support the delivery of the Corporate Business Plan 2011-13.

For further information please contact Tricia Morrison, Head of Performance, Partnership & Performance Unit, Tel: 01926 416319 E-mail [triciamorrison@warwickshire.gov.uk](mailto:triciamorrison@warwickshire.gov.uk) or Elizabeth Abbott, Performance & Improvement Officer, Partnership & Performance Unit, Tel: 01926 412805 E-mail [elizabethabbott@warwickshire.gov.uk](mailto:elizabethabbott@warwickshire.gov.uk).

#### **6. 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](mailto:janepollard@warwickshire.gov.uk).

## **7. 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](mailto:janepollard@warwickshire.gov.uk) or Ann Mawdsley, Principal Committee Administrator, Tel: 01926 418079 E-mail [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk).

## **8. Any Other Items**

Which the Chair decides are urgent.

## **9. Dates of Future Meetings**

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

**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](mailto:annmawdsley@warwickshire.gov.uk)

# MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 12 JANUARY 2011

## Present:

## Members of the Board:

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

## 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 John Haynes (Nuneaton and Bedworth Borough Council)  
Councillor Sue Main (Stratford-on-Avon District Council)

**Portfolio Holder** Councillor Peter Butlin

**Officers:** David Abbott, Assistant to Political Group (Liberal Democrat)  
David Carter, Strategic Director Customers, Workforce and Governance  
Dave Clarke, Strategic Director Resources  
Monica Fogarty, Assistant Chief Executive  
Ann Mawdsley, Principal Committee Administrator  
Richard Maybey, Assistant to Political Group (Labour)  
Tricia Morrison, Head of Performance  
Jane Pollard, Democratic Services Manager

## 1. General

The Chair welcomed everyone to the meeting.

### (1) Apologies

Apologies for absence were received on behalf of Jim Graham, Clive Parsons (Warwickshire Police Authority), Janet Smith (NHS Warwickshire) and Councillor Sonya Wilson.

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

None.

**(3) Minutes of the meeting of the Overview and Scrutiny Board held on 10 November 2010**

The minutes of the meeting of the Overview and Scrutiny Board held on 10 November 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. Public Service Reform Task and Finish Group**

The Board considered the report of the Chair of the Public Service Reform Task and Finish Group setting out the recommendations of that Group for onward transmission to the Cabinet. Councillor John Ross set out the background to the Task and Finish Group being set up and the progress that had been made to date.

A discussion ensued and the following points were noted:

1. Some concern was raised regarding the disposal of assets and the changes to service provision being introduced, particularly in relation to care homes and libraries and the introduction of virtual wards. Councillor Ross responded that service provision at this time was not yet fully defined, but that everything had to be considered realistically in terms of the current financial circumstances. It was further noted that the decision to dispose of buildings was one that would have to be faced by all public sector partners.
2. Councillor Ross clarified that the "face to face" contact referred to in the report was in relation to officer contact in terms of collaboration between partners or different authorities.
3. Any collaborative working would require early buy-in from all partners to be successful.
4. There needed to be a clear understanding of unit costs of the Council as well as what was available in other sectors to be able to make decisions on whether services should be traded, commissioned or kept in-house in a future mixed economy. This would ultimately be a political decision that should be based on clear leadership and strategic planning, but would have to be made without the luxury of time.
5. The way forward for the County Council would be on the basis of forecasting a strategy for the medium to long term (5-10 years) and the focus needed to be on ensuring that the people of Warwickshire continued to receive quality services that met their needs and provided best value for money. The terms and conditions of staff during any transition would also need to be protected.
6. Councillor Gifford stated that Public Service Reform would increase in complexity and requested that the County Council work closely with District and Borough Councils.
7. It was noted that examples given of traded services that may be threatened if not used by Academies were on fundamental services

such as legal services and school meals. There was a need to also look at more sensitive and less popular services within schools that sat at the core of school curricula and pupil well-being, such as speech and language, healthy eating and behavioural support. Cabinet would need to look at what services the County Council would want to continue to provide and the cost effectiveness of these services.

8. Future collaboration ventures needed to fit within the overall strategic direction of the County Council rather than on an opportunistic basis.

Members commended the Task and Finish Group for their report, which they agreed would provide a good framework and that the time limit should be extended to allow for a more detailed investigation.

Councillor John Ross noted his appreciation for the work carried out by the Group, as well as the officers and outside bodies who had made contributions.

The Overview and Scrutiny Board:

1. recognised that the Public Service Reform Task and Finish Group had more work to do and agreed that their timeframe should be extended, to allow for further work to be carried out, taking into account the comments of the Board and for a further report to be brought back to the May meeting of the Board;
2. agreed to provide an interim report to the Cabinet in light of the speed at which Public Service Reform was moving forward and in order to influence these changes.

## **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. Members acknowledged that Councillor Heatley had extended leave, but recorded their concern that Portfolio Holders were not attending the Board on a regular basis to answer questions.

Councillor Peter Butlin informed the Board that he had attended a Budget Working Party earlier in the day. He noted that as was the case with the Public Service Reform Task and Finish Group, the Authority had still not received all the information necessary to determine exactly how they would move forward, and especially in terms of budgeting, using the example of school grants. The Authority was constantly receiving new information, and was trying to develop a corporate view that could respond by providing the best services possible.

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



1. Councillor Jerry Roodhouse asked for an update regarding library services.

Councillor Butlin responded that as set out in the Leader's ambitions, the plan was to configure the Library services towards the needs of library users 10 years in the future rather than 10 years in the past, taking into account changing trends of library users. Councillor John Whitehouse added that he had agreed to defer a report on libraries from the December meeting of the Communities O&S to a special meeting in early February, by which time the budget proposals for the County Council would have been published.

2. Councillor Jerry Roodhouse asked for an update on the Asset Management programme and proposed Disposal of Properties, what criteria was being used? He added that it was regrettable to dispose of buildings when asset values were so low.

Councillor Butlin stated that work in this area was ongoing, with an estimated return of £4.6m to £7m, dependent on market conditions. He stated that the sale of some buildings could be deferred until the property market improved but while the Council retained ownership of buildings they had to continue to maintain them.

3. Councillor June Tandy asked if any information had been received on whether there would be any additional funding for Academies after the first year.

Councillor Butlin replied that the Authority did not receive financial information for schools once they had Academy status.

4. Councillor Tim Naylor asked what criteria were used for the disposal of buildings.

Councillor Butlin asked that this question be referred to the appropriate officer for a response.

5. Councillor Peter Fowler asked whether the County Council was helping the voluntary sector to overcome the current economic situation.

Councillor Butlin stated that the County were going down a different model of service provision but would be looking towards assisting partners through the transition period.

6. Councillor John Whitehouse asked for an update on early retirement and voluntary redundancy of staff.

Councillor Butlin stated that 170 applications for early retirement had been received by Christmas, and with an extension of the deadline since then, more applications had been received and noted that changes to severance packages had also been agreed. He added that the Council was still in negotiations with unions in relation to Pay and Conditions.

7. Councillor John Ross asked for an update on the position with libraries, as it seemed inevitable that there would be a loss of some libraries. He stated that the wider functions of libraries should be considered and also that local Councillors needed to be fully consulted.

David Carter stated that there were currently no libraries listed for closure. He added that a review of libraries was being undertaken and Members had been fully briefed in the Autumn. If any closures were proposed, a full consultation would be carried out with the public, partners and Councillors.

The Chair thanked Councillor Butlin for his responses.

## **5. Corporate Business Plan 2011-13 Approach**

The Committee considered the report of the Assistant Chief Executive presenting the proposed approach to developing the 2011-2013 Corporate Business Plan (CBP).

During the ensuing discussion, the following was noted:

1. Some concern was raised that other than the Leader and Cabinet, Members had little opportunity to have any input into the Business Plan and that Overview and Scrutiny should have an opportunity to consider the priorities and targets that would go forward in the Business Plan rather than reviewing the measures and targets once it had been finalised. There needed to be earlier engagement with Overview and Scrutiny. This would also allow Overview and Scrutiny Committees the opportunity to fulfil their function of holding the Executive to account.
2. It was agreed that the Business Plan should be agreed in time to inform the budget decisions.
3. Given the timeframe that had already been set for this year, it was suggested that Overview and Scrutiny Committees should endorse the Business Plan and Transformation 13 programme, but that they needed to make the most of the opportunity when considering the Business Plan in the March cycle of meetings, to increase their understanding and knowledge of the Plan.

The Overview and Scrutiny Board agreed that:

1. The timescale for the process this year was too tight and the timeline started too late for Members to have an input.
2. The CBP should shape the budget.
3. Members needed to take advantage of the opportunities provided at the March cycle of meetings to have an input into the measures and targets within the CBP.
4. In future years the Corporate Business Plan is developed and approved earlier in the business-planning cycle, allowing the budget to be developed around approved corporate priorities and to allow Overview and Scrutiny Committees to contribute to it.

## **6. Treasury Management Monitoring Report**

The Committee considered the report of the Strategic Director of Resources setting out the progress of the treasury management process during 2010/11. Dave Clarke added that the results highlighted the good performance of the Treasury team.

A discussion following and it was noted:

1. In response to a query regarding the settlement of outstanding monies to Local Authorities following the crash of the Icelandic Banks, Dave Clarke noted that Warwickshire County Council had not had any involvement with the Icelandic Banks, but that it was expected that 85-90% of the money involved would ultimately be returned.
2. At the time of the Icelandic Bank crash, it had been recognised that Warwickshire County Council were operating a more conservative policy than many other Local Authorities. There was always a danger in chasing higher returns, and since the crash, most Local Authorities had constricted their lending practices considerably.

The Committee accepted the report and congratulated the officers concerned for the good result.

## **7. Review of Communication with the Public and Financial Accountability**

The Committee considered the report of the Chair of the Communication with the Public and Financial Accountability Task and Finish Group giving an update on progress with the review and seeking agreement to extend the length of time the review takes to complete. Councillor Tim Naylor was pleased to note that more recommendations from Phase 1 (Communication of the Public) had been implemented earlier in the week. He added that the next phase of the Task and Finish Group would be used to look at accountability, what information was needed and why, and that the Group would need an extension of time to complete their review.

The Overview and Scrutiny Board agreed to note the current progress with the review of Communication with the Public and Financial Accountability and agree to extend the timescale for the review to be reported to the May meeting of the Board.

## **8. Local Finance Settlement**

The Committee had received a copy of the Strategic Director of Resources' presentation to the Cabinet on 16 December 2010, setting out the provisional Local Government Finance Settlement and the implications for the County Council. Members were invited to put questions to Dave Clarke on the Local Finance Settlement.

In response to questions put forward, the following points were made:

1. There would be a reduction in grants paid directly to the County Council by Government, together with an annual reduction in the Comprehensive Spending Review, resulting in an average, front loaded reduction of 7% for the next four years.

2. The reference to WCC only reducing by 1.3% showed the relative position compared to other Authorities in grant terms and did not take account of the whole picture.
3. The removal of ring-fencing on grants allowed the Authority more latitude, but did present real challenges by making choices more difficult, as spending pressures were still there.
4. In terms of Council Tax, the expectation this year was that a zero increase in Council tax for 2011/12 would result in a grant equal to a 2½% grant increase. In future years if the Council aimed for an equivalent 2½% increase, Council tax would have to be increased by a greater percentage.
5. The pupil premium for deprivation based on free school meals was part of the Coalition Government's agenda and was expected to continue.
6. Members would have to agree a mechanism to deal with the residual gap for the revenue budget for 2011/12 of £8.765M, and a number of options had been put forward as suggestions of ways to fill this gap in the budget.
7. It was noted that letters had been received by armed forces services families notifying them that an additional pupil premium of £200 per child per year would be paid out for their children. Dave Clarke stated that his Directorate had not received notification of this to date.
8. There would be no savings from Capital Grants in terms of revenue for 2011/12, but thereafter there would be savings of £800,000 per year.
9. Dave Clarke undertook to provide to Members of the Board the documents setting out two year projections for capital and revenue that had already been shared with the political groups.

The Chair thanked Dave Clarke for his responses.

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

The Committee considered the report of the Strategic Director for Customers, Workforce and Governance asking the Board to comment on the progress of scrutiny reviews.

During the ensuing discussion the following points were made:

1. In response to concern raised that there had been no new proposals for Task and Finish Groups, Jane Pollard noted that out of the 14 proposed to the Board, 7 had been progressed, the Control of Alcohol proposal was still pending and the others had not been commissioned by the Board. She added that a meeting had been set up in February with the Chairs of the Board and O&S Committees to look at refreshing the Task and Finish Group proposals. Councillor Whitehouse requested that an updated view of the resource commitment be provided at that meeting.
2. Members had an opportunity to input to scopes at both the Board and at the Task and Finish Groups themselves.

The Chair noted that steps were being taken to refresh the programme of Task and Finish Groups and that a further report would be brought to the next Board meeting.

**10. Work Programme 2010-11**

Jane Pollard outlined changes that had been made to the Cabinet forward plan, which was available on the Committee Admin Database.

**11. Any Other Items**

None.

**12. Dates of Future Meetings**

Members of the Board agreed to change the date of the March meeting from 16 March 2011 to 10 March 2011 at 10:00 am.

The remaining dates were agreed.

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Chair

The Board rose at 4.25 p.m.

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 10th March 2011

**Report Title** Overview and Scrutiny Annual Report 2010/11

**Summary** This report outlines the work undertaken by Overview and Scrutiny during 2010/11.

**For further information please contact:**

Jane Pollard Democratic Services Manager Tel: 01926 412565 janepollard@warwickshire.gov.uk	Michelle McHugh Overview and Scrutiny Manager Tel: 01926 412144 michellemchugh@warwickshire.gov.uk
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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  Cllr Saint, Cllr Tandy, Cllr Roodhouse
- Cabinet Member  .....
- Chief Executive  .....
- Legal  Sarah Duxbury
- Finance  .....
- Other Strategic Directors  David Carter, Strategic Director for Customers, Workforce and Governance
- District Councils  .....
- Health Authority  .....
- Police  .....

Other Bodies/Individuals  .....

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by this Committee  .....

To Council

To Cabinet  .....

To an O & S Committee  .....

To an Area Committee  .....

Further Consultation  .....

**Overview And Scrutiny Board - 10th March 2011.**

**Overview and Scrutiny Annual Report 2010/11**

**Report of the Strategic Director for Customers, Workforce  
and Governance**

**Recommendation**

Overview and Scrutiny Board is recommended to agree the Overview and Scrutiny Annual Report 2010/11 and forward the report onto Council for consideration.

Attached as Appendix A is the Annual Report for the Overview and Scrutiny function for 2010/11.

DAVID CARTER  
Strategic Director for  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

03 February 2011





# Overview and Scrutiny Annual Report 2010/11

## Introduction

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This report outlines the work undertaken by the Council's Overview and Scrutiny function during the 2010/11 municipal year.

The Council agreed new arrangements for Overview and Scrutiny at its meeting in June 2010, consisting of four Committees:

- Overview and Scrutiny Board
- Adult Social Care and Health Overview and Scrutiny Committee
- Children and Young People Overview and Scrutiny Committee
- Communities Overview and Scrutiny Committee

The Overview and Scrutiny Board is responsible for commissioning Task and Finish Groups, with the three other Committees suggesting topics to the Board. Any non-cabinet member is able to put their name forward to participate in a Task and Finish Group.

A number of Task and Finish Groups have been commissioned during 2010/11, with the majority of recommendations proposed being accepted by Cabinet and relevant partners, illustrating that Overview and Scrutiny is having a positive impact on public services across the County.

## Committees

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Each Committee established its own work programme focussing on a number of high priority issues.

### Adult Social Care and Health Overview and Scrutiny Committee

During 2010/11 the Adult Social Care and Health OSC (formerly the Health OSC and the Adult and Community Services OSC) has considered a number of important issues, including

- Care and Choice Accommodation Programme
- NHS Transformation
- Fairer Charging and Contributions
- West Midlands Ambulance Service Reconfiguration

### Site Visits undertaken:

**West Midlands Ambulance Service, Brierley Hill and the Tollgate Emergency Operations Centre, Stafford (24 September 2010)** in relation to proposals to relocate the Leamington Spa control centre to Staffordshire. Councillor Caborn observed: "The visit was most interesting and the quality and professionalism of the operators at the centres was impressive and reassuring. We are in safe hands."





**Tanser Court Telecare Flat (1 October 2010)** to see the assistive equipment and technology available through Telecare to provide support to people in their own homes. Members of the Low Level Prevention Services Task and Finish Group have also visited ARC (control centre for Telecare) and two councillors visited a Telecare user and carer, to learn how Telecare gives them the freedom to continue with a relatively normal life. Councillor Sally Bragg, Rugby Borough Council member on the Committee said:

“The visit was very interesting; it is amazing the gadgets that are available to help ensure people’s safety particularly if they have mobility problems. It is so important that this service is publicised to any possible user as it can give tremendous peace of mind to their family whilst enabling them to live independently”.

### **Children and Young People Overview and Scrutiny Committee**

During 2010/11 the Children and Young People OSC (formerly the Children, Young People and Families OSC) has considered a number of important issues, including the following:

- Educational attainment of Warwickshire pupils
- Warwickshire Pupil Re-Integration Service
- Schools White Paper

#### **Site Visits undertaken:**

**Keresley Teaching and Learning Centre and Pound Lane Teaching and Learning Centre** in response to the poor outcome of the Ofsted Inspection of Warwickshire’s Teaching and Learning Centres at Keresley and Pound Lane. Members received accompanied tours of both sites and were able to meet with staff and a focus group of pupils at Pound Lane. Councillor June Tandy said: “The visits members of the Children and Young People Overview and Scrutiny Committee undertook were extremely valuable in that it enabled members to better understand the difficult issues facing the Pupil Referral Units.



### **Communities Overview and Scrutiny Committee**

During 2010/11 the Communities OSC (formerly the Corporate Services and Community Safety OSC and Environment and Economy OSC) has considered a number of high profile issues, including: choose 3

- Fire and Rescue Improvement Plan
- High Speed Rail 2
- Future strategy for Waste

## Site Visits undertaken:



**Visit to Fire Headquarters (22 October 2010) in relation to the improvement plan.** Councillor John Whitehouse said: "The visit to Fire and Rescue Headquarters enabled members to gain an insight into the operational management of the Fire and Rescue Service and to witness first hand some of the excellent work being undertaken by the fire and rescue service to make communities safe."

## Tour of the Rugby Western Relief Road (29 November 2010)

Councillor John Whitehouse commented: "It was an informative and useful tour, to see at first hand some of the construction issues faced in the building of the road. The finished result looks good, and will clearly benefit the town of Rugby. The committee's task now is to understand why costs escalated so much during the project, and whether the road will deliver sufficient value for the money spent on it."



## Overview and Scrutiny Board

During 2010/11 the Overview and Scrutiny Board have considered a number of important issues, including:

- Progress on property review and the One Front Door Programme
- A vision for consultation and engagement
- Sub-regional programme of collaboration on variety of services

Since the new arrangements the Overview and Scrutiny Board has commissioned seven Task and Finish Groups.

- Rugby Accident and Emergency
- Household Waste Recycling Centres
- Adult Social Care Prevention Services
- Review of Communication with the public and financial accountability
- Public Service Reform
- Supporting the Local Economy
- Hospital Discharges and Reablement

## Task and Finish Groups

Review	Outcome
Safeguarding	Robust and effective systems and processes to protect children and young people from harm
<p>Investigations into a number of high profile tragic child protection cases elsewhere in the country, highlighted systemic failings in processes and partnership working. The nature of such cases has increased national and local awareness around child protection issues, leading to Warwickshire, along with other local authorities, experiencing an unprecedented increase in the number of child protection referrals and the number of children subject to a Child Protection Plan. The Task and Finish Group scrutinised the effectiveness of child protection processes and the impact of increased demand for child protection services. It gathered evidence from social workers, teachers, a dedicated nurse for child protection and Warwickshire Police. In addition, members undertook site visits to each of the Child Services area offices. The review highlighted that Warwickshire has robust systems and processes in place, but made a number of recommendations to strengthen the current system including introducing protected caseloads for newly qualified social workers, ensuring equity of level and nature of caseloads across the county and improving how information regarding thresholds and referral processes is provided and communicated to schools and other key partners. The recommendations were accepted by Cabinet.</p>	

Review	Outcome
Child and Adolescent Mental Health Services (CAMHS)	Improved access to CAMHS services and reduced waiting times across the County
<p>The CAMHS Scrutiny Panel held a Select Committee meeting in June 2010 to scrutinise inequality of access and waiting times for specialist CAMHS across the County. The Panel identified a number of improvements including how CAMHS communicates with schools and parents enabling flexible approaches for appointments to reduce the level of missed appointments, enhanced promotion and use of early intervention services and better performance and financial reporting to Commissioners. The recommendations developed by the Panel were accepted by the Cabinet, NHS Warwickshire and Coventry and Warwickshire Partnership Trust. The Adult Social Care and Health OSC will be considering the progress made in implementing the recommendations at its meeting in April meeting.</p>	

Review	Outcome
Rugby Accident & Emergency	Effective and efficient services that meet the needs of the local community
<p>NHS Warwickshire in its commitment to provide the best possible services for residents in Warwickshire identified several potential options for a new model of</p>	

service for emergency and urgent care in Rugby. The options went out for public consultation in July 2010. The Task and Finish Group was established to consider the proposals and whether they effectively met the needs of the local economy. The Group held a select committee in August and made a number of recommendations, including improving the road signage around Rugby to provide greater clarification regarding the services that are available at Rugby St Cross and developing an effective communication strategy to raise awareness of different services available at Rugby St Cross and University Hospital in Coventry.

Review	Outcome
Permanent School Exclusions	A reduction in permanent school exclusions and improve educational outcomes for children and young people
<p>Whilst 2008/09 saw a decline in school exclusions within Warwickshire, since 2003/04 the general trend has been upwards. The Task and Finish Group sought to develop an understanding of the reasons why children are excluded, the processes that are in place to support them and their families and the challenges facing schools around pupil behaviour. The Group gathered evidence from a variety of people including excluded pupils. Site visits were also undertaken to teaching and learning centres to speak to staff and pupils. The recommendations identified improvements which could be made in support for schools, training for staff, partnership working and how resources are allocated. These recommendations were accepted by Cabinet in November 2010.</p>	

Review	Outcome
Support for Carers	Improved services and support for carers
<p>There are an estimated 53,000 people living and working in Warwickshire who consider themselves carers. In addition to this, there are many individuals, who for one reason or another do not consider themselves as a carer. The Task and Finish Group sought to understand the challenges facing carers and the support that is available to them. Evidence was gathered from a number of sources, including carers, voluntary organisations and officers within the County Council and other statutory agencies. The Task and Finish Group found that there is a significant amount of work being undertaken by statutory and voluntary organisations to support carers. However, the Task and Finish Group identified areas for improvement in relation to joint working and the general awareness of the needs of carers. The majority of the recommendations developed by the Task and Finish Group were accepted by Cabinet in January 2011.</p>	

Review	Outcome
Household Waste Recycling Centres	A more cost effective service that meets the needs of citizens, leading to an increased recycling rate
<p>A Task and Finish Group was set up in to October 2010 to review the proposals for future provision of Household Waste Recycling Centres in Warwickshire. After analysing and evaluating a range of evidence, the Group concluded that managing Household Waste Recycling Centres in-house was the best option for the future provision of the service, as it would offer potential savings and provide the flexibility to make any necessary changes to the sites and services. With this in mind the Task and Finish Group made several recommendations which were accepted by Paul Galland - Strategic Director of Environment and Economy.</p>	

Review	Outcome
Adult Social Care Prevention Services	Effective prevention services that enable older people to remain independent
<p>A Task and Finish Group was set up in November 2010 to review the proposed changes for prevention services within Adult Social Care. The Task and Finish Group sought to understand the prevention services that currently available, what services and service models are being proposed for the future and how they differ to current arrangements. The Task and Finish sought to influence the development of future proposals and consider what prevention services would be appropriate for the future needs of residents. The Task and Finish Group made a number of recommendations, including improved publication of the assistive technology services and prevention services available and that the re-tendering of Telecare ensures service provision within each of the Boroughs and Districts to ensure equitable access for all residents.</p>	

Review	Outcome
Antenatal and Postnatal Services for Teenage Parents in Warwickshire	Improved services and support for teenage parents and consequently improved health outcomes for babies born to teenage parents
<p>Early this year the County Council successfully bid to the Centre for Public Scrutiny for funding to undertake a review aimed at addressing health inequalities. Recognising that services for teenage parents vary across Warwickshire and that babies with teenage parents often experience worse health outcomes than their peers, this review sought to establish the nature of services available to teenage parents in Warwickshire, the needs of teenage parents and the experiences of those people supplying the services. The Task and Finish Group heard evidence from a wide range of sources, including Connexions, health visitors, midwives, the family Information service and Respect Yourself Campaign, as well as talking directly to a number of teenage parents. The Task and Finish Group made a number of recommendations, including the need to engage more fully with the voluntary and community sector, the need for smooth transition between midwife and health visitor,</p>	

the importance of the Connexions service and the benefits of good communication and collaboration. The recommendations were aimed at a number of stakeholders including hospitals, schools and parts of the county council.

Importantly the review was sponsored by the Centre for Public Scrutiny so that it could gather experiences and intelligence with a view to developing a “Health Inequalities Overview and Scrutiny Toolkit”. Warwickshire’s experience has been instrumental in developing the Toolkit, which will be a valuable resource for other Local Authority’s seeking to address health inequalities through scrutiny. The Health Inequalities Toolkit is due to be published Spring 2011.

Review	Outcome
Supporting the Local Economy	Recognisable improvements in the local economy
<p>A Task and Group has been established to scrutinise the role the Council and key partners can play in supporting and stimulating the local economy. This review has come at an interesting time as resources for economic development and regeneration are reduced and the new Local Enterprise Partnership (LEP) is being developed for Coventry and Warwickshire. Members have no intention to scrutinise the LEP at this early stage in its existence but the Task and Finish group has stated that it will be interested to monitor the ways in which the LEP’s performance will be assessed in the future.</p>	

Review	Outcome
Communication with the Public and Financial Accountability	Improve communication, transparency and accountability
<p>A Task and Finish Group was established to explore the way in which the Council communicates with the public regarding financial issues and whether our processes for financial management are transparent and understandable. The review was prompted by the prospect of a very significant reduction in the council's budget and the implications that this will inevitably have for services.</p> <p>The task and finish group worked with officers from Communications to research practices being rolled out by other authorities, identify good practices, develop an approach tailored to Warwickshire’s particular needs and roll this out. The Task and Finish Group made a number of recommendations in relation the first element of the review. These were inward facing and, amongst other things called for more information to be shared with staff and for there to be greater clarity over the Transformation 2013 project currently being undertaken. Many of the recommendations made by the Task and Finish Group have now been implemented.</p> <p>The Task and Finish Group has now embarked on the second stage of the review, focusing on how financial information is presented to elected members and ways in which it can be best utilised to ensure that the decisions they make about spending are informed and that financial accountability systems and processes are effective.</p>	



The Task and Finish Group will be undertaking a member's survey to in order to understand the information needs of members.

Review	Outcome
Hospital Discharges and Reablement	Recognisable improvements in discharge processes and outcomes
<p>A Task and Finish Group was set up in December 2010 to review hospital discharge and reablement services in Warwickshire. The Group has considered the protocol arrangements for hospital discharge and the eligibility criteria for reablement services. The Task and finish Group have learned the priority for Adult Social Care is to promote independence by encouraging customers to do things for themselves rather than carers doing things for them. The plan is that every customer will be given a reablement package if they are FACs eligible (Fair Access to Care). The Task and Finish Group will be considering what works well and not so well when patients are discharged from hospital and how Warwickshire's performance measures against other counties.</p>	

Review	Outcome
Public Service Reform	A clear vision of the future for relevant public services in Warwickshire shared by partners
<p>The central government programme for public sector reform is moving rapidly. In July 2010 a Task and Finish Group was established to look at some of the implications for the Council and its key partners to look at how the public sector landscape might change and the impact on the Council. The scope of the potential changes is vast and with proposals emanating thick and fast from government the Group decided to focus on the areas of adult social care, health, education and police services. Following a number of roundtable sessions with partners and a workshop the Group reported to the Overview and Scrutiny Board with its initial recommendations about the future direction of the Council, including moving towards a strategic commissioning model, developing a clear vision and transition plan to support the model, any proposals for trading, outsourcing, collaborative models to be supported by a proper business case and proposals for collaboration be based on what makes sense in service terms and not restricted to specific geographic areas i.e. 'Warwickshire' or the sub-region. These were accepted by Cabinet on 27 January 2011.</p> <p>The Overview and Scrutiny Board has commissioned further work from the Group. In its next phase the Group will be looking at the Council's proposals for a strategic commissioning model and how well this aligns with partners. The Group will also be reviewing whether further economies could be achieved in the purchase of goods and services which all public sector bodies require.</p>	

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview & Scrutiny Board

**Date of Committee** 10<sup>th</sup> March 2011

**Report Title** **Development of Draft Measures and Targets in Support of the CBP 2011-13**

**Summary** Following the approval of the high level Corporate Business Plan on the 15<sup>th</sup> February at full council, this report presents the proposed measures and targets for inclusion relevant to the remit of the Overview & Scrutiny Board.

**For further information please contact:**

Tricia Morrison Head of Performance Partnership & Performance Unit Tel: 01926 416319 triciamorrison@warwickshire.gov.uk	Elizabeth Abbott Performance & Improvement Officer Partnership & Performance Unit Tel: 01926 412805 <a href="mailto:elizabethabbott@warwickshire.gov.uk">elizabethabbott@warwickshire.gov.uk</a>
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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** Cabinet Report 27/01/2011 Corporate Business Plan 2011 – 13, Full Council Report 15/02/2011 Corporate Business Plan 2011-13

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

- Other Committees
- Local Member(s)  NA
- Other Elected Members
- Cabinet Member  All Portfolio Holders
- Chief Executive  Jim Graham
- Legal  Jane Pollard
- Finance
- Other Strategic Directors

- 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 – 10<sup>th</sup> March 2011.

### Development of Draft Measures and Targets in Support of the Corporate Business Plan 2011-13

#### Report of the Assistant Chief Executive

##### **Recommendation**

That Overview and Scrutiny Board consider and challenge, where appropriate, the draft measures and targets listed within Appendix A that will support the delivery of the Corporate Business Plan 2011-13.

##### **1.0. Background**

- 1.1. The high level Corporate Business Plan (CBP) will have been approved by Council on 15<sup>th</sup> February 2011 identifies where we are going by articulating our repositioned ambitions and outcomes for 2011-13 and sets out how we will achieve them.
- 1.2. Following Cabinet's approval of the ambitions and outcomes contained within the CBP, the first draft set of measures and targets in support of these were considered by members of the Corporate Performance Group under the Chairmanship of Cllr Bob Stevens on the 7<sup>th</sup> February.
- 1.3. This paper brings together the first draft of measures and targets for inclusion within the Corporate Business Plan.

##### **2.0. Approach**

- 2.1. In previous years, the Corporate Business Plan, containing the measures and targets, has traditionally been set over the three-years and were reviewed as part of the annual review and refresh cycle.
- 2.2. The Corporate Business Plan takes the Organisation through to 2013 in reflection of the Government's move to the provision of two year grant settlements and sees the Council through to the end of the current Administration.
- 2.3. With the abolition of the National Indicator Set, we are now in a position to develop more locally appropriate measures that reflect and support the ambitions for Warwickshire.

- 2.4. All Directorates have been involved in developing the draft measures and targets and the CBP will be supported by a suite of Directorate Business Plans which in turn will shape the work of service, division, team and individual plans thus ensuring the delivery of our outcomes.
- 2.5. In some areas, new measures have been developed by directorates as these are the only measures the Service has to ensure that they are meeting both corporate and operational needs. For these new measures, we are unable to provide targets for 2011/12, as this year will provide the baseline from which future targets will be set.
- 2.6. The proposed measures and targets included in the Corporate Business Plan will also be picked up in the relevant Directorate Business Plan and performance against all of these indicators will be managed through the performance reporting process.
- 2.7. The outcomes presented in the high level CBP have been formally approved by full Council on the 15<sup>th</sup> February. We now need to consider and challenge where appropriate the proposed draft measures that support these agreed outcomes and the following principles should form the basis for this judgment

**Principles for developing the right Measures and Targets: Together they should:-**

- ☆ Articulate and specify what we will do and how we will do it in the pursuit of the overall objective(s)
- ☆ Identify and achieve accountability
- ☆ Ensure we have a clear, shared understanding about what we are trying to achieve, and that this is cascaded down through the whole organisation
- ☆ Make these aims measurable, so as to focus planning and to make managing performance meaningful
- ☆ Quantify the impact of increased, re-directed or decreased resources can have upon performance

- 2.8. A more detailed guide to setting measures and targets is available through the performance pages of the Intranet.

**3.0. Next Steps**

- 3.1. The high level Corporate Business Plan will have been considered by Full Council at its meeting on the 15<sup>th</sup> February alongside the Council's budget-setting proposals.
- 3.2. Throughout February and March, each Overview and Scrutiny Committee is being asked to consider and challenge where appropriate, the measures and targets by which to assess progress on delivering the ambitions articulated in the Corporate Business Plan.
- 3.3. Following this consultation, the final suite of measures will then be considered by Cabinet at its April meeting and once adopted these measures will form the accountability base for the Corporate Business Plan once it goes live in April 2011.

**3.4.** Additionally, the WCC Performance management framework is being reframed in light of the changing landscape and central government requirements and this review includes consideration of the best ways to engage with a range of stakeholders in performance management.

**3.5.** This has also been discussed at the Member Performance Reporting group and the Member Seminar on the 3<sup>rd</sup> March.

#### **4.0. Recommendation**

**4.1.** Consider and challenge, where appropriate, the draft measures that support the agreed outcomes that are listed within Appendix A using the Principles of developing good measures and targets as set out in 2.7 of this report.

Monica Fogarty  
Assistant Chief Executive  
Partnership & Performance Unit  
Shire Hall  
Warwick

## Ambition 1 Community & Customers

**We aim to:**

- Work with partners to expand Community Forums as the means to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police
- Encourage transfer of public services to communities and the voluntary sector
- Encourage volunteering across the County
- Offer universal access to services and advice in person, via telephone and online channels, through One Front Door Project
- Reconfigure the Library Service
- Improve resident satisfaction with services and their role in shaping services

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Improved delivery of local public services to our residents & businesses across Warwickshire & Sub region	% of people who feel they can influence decisions in their local area	31.7% (2% increase from 09/10 result)	NA Bi-annual measure	2% increase
Improved levels of resident satisfaction with the services they receive	% Satisfaction level with the quality of services received	1% increase from 2010/11 Q4 result (YE Forecast = 59.89%)	1% increase	1% increase
Residents of Warwickshire are happy with Warwickshire as a place to live	% Satisfaction Level	85.7% (1% increase from 09/10 result)	NA Bi-annual measure	1% increase
Customers are able to access services more effectively	% of E –Services Delivered	New measure, baseline is currently being developed by One Front Door Project through workshops in March.		

## Ambition 2 Safety and Protection

### We aim to:

- Reduce further the number of people killed or seriously injured on Warwickshire roads
- Proactively maintain the highways network to a safe standard, working with partners to do so
- Reduce child abuse through improving the reach of child protection
- Focus on tackling high harm causers and re-offenders
- Work with the Police to reduce levels of violent crime, especially domestic violence
- Reduce the damaging effects on families and communities caused by alcohol and drugs misuse
- Work with partners to reduce instances of anti-social behaviour
- Reduce the number of deaths caused by fire, and increase the number of home fire safety checks.

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>Warwickshire residents are safer on our roads</b>	Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction aiming for only 277 KSI by 2015	Working with Police to refine the target based on 2010 actual – due end Feb 2011		
<b>Warwickshire's children &amp; young people are safe from harm</b>	% of core assessments that were completed within 35 working days (previously NI 60)	92.0%	93.0%	TBC following Munro review (expected April 2011)
	% of de-registrations of children who have had Child Protection Plan for more than 2 years (previously NI 64)	7.0%	6.5%	
	% of children becoming the subject of a Child Protection Plan for a 2 <sup>nd</sup> or subsequent time (previously NI 65)	13.5%	13.0%	
<b>Reduced levels of offending &amp; re offending</b>	Incidents of serious acquisitive crime (per 1000)	Reduce 2010/11 YE actual (2010-11 YE forecast 11.27)	Reduce 2011/12 YE actual	Reduce 2012/13 YE actual
<b>Reduced levels of harm caused by alcohol &amp; drugs</b>				
<b>Reduced levels of harm caused by violent crime</b>	Incidents of all violent crime	Reduce 2010/11 YE actual (2010-11 YE forecast 5.6)		
<b>Reduced levels of harm caused by anti-social behaviour</b>	Incidents of ASB	Reduce 2010/11 YE actual (2010-11 YE forecast 25,726)		
<b>Reduced number &amp; severity of fires, &amp; related injuries &amp; deaths</b>	No fire related deaths which were preventable per 100,000 population	0	0	0
	No of injuries in primary fires per 100,000 population	22	To be tabled at the meeting 10.03.11	
	Total number of dwelling fires per 100,000 population	New measure. To be tabled at the meeting 10.03.11		



# Ambition 3 Care and Independence

## We aim to:

- Fulfil our duty of care to older and vulnerable people
- Ensure that all those eligible are offered an adult care personal budget
- Increase the scope of re-ablement services
- Improve numbers of older people living independently in their own homes
- Continue improving our relationship with Health services whilst managing changes to the Health community
- Embrace the Public Health Service within our responsibilities

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire's residents have more choice & control	(NI136 derivative) The proportion of those using social care who have control over their daily life (high is good)	New measure baseline to be set following 2011/12 results (will be available after 31 <sup>st</sup> March).		
	The proportion of people using social care and carers who express difficulty in finding information and advice about local services (survey based – low is good)			
The number of home care packages is decreased	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital (high is good)	New measure for 2011/12. Arrangements being made with PCT to record this		

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Warwickshire's vulnerable residents are supported at home	Admissions to residential care homes per 1,000 population (low is good)	54.0	50.0	TBC following Transparency in Outcomes consultation. (Adult Social Care)
	(NI130 exact match) Proportion of people using social care who receive self directed support (high is good)	45%	60%	75%
Residents of Warwickshire have greater access to specialist residential care	(NI131 exact match) Delayed transfers of care (low is good)	15.0	10.0	TBC following Transparency in Outcomes consultation. (Adult Social Care)
The successful transfer of the Public Health Service to the Local Authority*	<p>Arrangements of the Shadow Health Well Being Board in place no later than April 2012</p> <p>Further measures to be developed following the first shadow health &amp; well being board meeting March/April 2011</p>	Project Plan on Track Yes / No + commentary		

## Ambition 4 Enterprise, Transport and Tourism

### We aim to:

- Support economic growth by improving Warwickshire's reputation as a good place to do business, and through working closely with partners in the sub-region on economic growth
- Improve accessibility and the transport options within Warwickshire
- Increase opportunities for people to improve their work related skills
- Make Warwickshire a place of destination for tourists and visitors

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>A thriving business community in Warwickshire</b>	Establishment of the new Local Enterprise Partnership between Coventry & Warwickshire and agree the 5 yr strategy	June 2011: On Track Yes / No	To be developed following establishment of the LEP	
<b>Effective operation of the new Local Enterprise Partnership between Coventry &amp; Warwickshire</b>	% increase in Gross Value Added (GVA) for the sub region year on year.	% annual increase (to be determined by the LEP strategy following June 2011)		
<b>A more efficient transport infrastructure</b>	WCC Cost per passenger journey on County Council supported services	£0.95	Targets developed annually based on budget settlement.	
	Bus services cost per head of population in the county	£3.04		
	Surface dressing programme completed (kms)	190km	Targets developed annually based on budget settlement.	

## Ambition 5 Environment & Housing

### We aim to:

- Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well-maintained
- Maintain our natural environment and relevant heritage for future generations
- Reduce Co2 emissions in the public sector and support the community to tackle climate change. Explore sustainable options for energy including renewables
- Support the provision of affordable homes and development of 'extra care' housing

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
<b>Warwickshire is clean and green</b>	Residual household waste per household is minimised	600 kg per annum	594 kg per annum	591 kg per annum
<b>Warwickshire's environment &amp; heritage is protected for the future</b>	Number of corporate projects which deliver CO2 reductions	2.5%	2.5%	2.5%

## Ambition 6 Schools and Education

### We aim to:

- Support schools to improve their performance and challenge poor performance where it exists
- Raise the educational aspirations of children and young people
- Strengthen the relationship between schools and other public services (e.g. the Police)

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Raised levels of educational attainment for all Children in Warwickshire	% of Warwickshire schools judged good or outstanding by Ofsted (new measure developed following our 2010 Ofsted assessment of children's services).	TBC – Will be available from April.		
	Reduction in the % of 16-18 year olds who are not in education, employment or training (NEET) (previously NI117).	3.6%	2.7%	1.8%
All Children & young people in Warwickshire are healthier	Prevalence of breastfeeding at 6-8 weeks from birth (previously NI53).	48.4%	TBC by the PCT.	
	% of children in year 6 who are obese (previously NI56).	14.0%	13.0%	TBC by the PCT.

## Ambition 7 Organisation

### We aim to:

- Move the Authority towards being a strategic commissioner of service – developing the Authority's contracting and commissioning skill base
- Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need
- Ensure WCC continues to be recognised as a good employer
- Focus and rationalise local council services through our One Front Door project and property rationalisation
- Slim down the organisation and ensure a light touch management structure that encourages innovation.

Outcome	Measure	Target		
		2011/12	2012/13	2013/14
Services are better delivered locally to our residents and business across Warwickshire & the sub region	WCC has an agreed approach to strategic commissioning of services in place by April 2012	Project Plan on Track Yes / No + Commentary	To be agreed following approach in place	
Warwickshire County Council is open, transparent & accountable	The annual governance is accepted without qualification by the Council's external auditors	Yes / No	Yes / No	Yes / No
	Net variation to budget	+1 / -1%	+1 / -1%	+1 / -1%
Customers are able to access services more effectively	% of E –Services Delivered	New measure, baseline is currently being developed by One Front Door Project though workshops in March.		
Costs are reduced by using less property ( non-schools)	% of our retained operational property portfolio having optimum utilisation	57%	72%	100%
Warwickshire County Council is recognised as being a good employer	% Satisfaction that the council is a good employer	74%	75.5%	77.5%

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board  
**Date of Committee** 10<sup>th</sup> March 2011  
**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  
**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  .....

## Overview and Scrutiny Board – 10<sup>th</sup> March 2011.

### 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. Proposals for new Task and Finish Groups

There are four proposals for Task and Finish Groups for the Overview and Scrutiny Board to consider. A summary of each of the proposals provided below.

##### Quality Accounts

This Task and Finish Group has been suggested by the Adult Social Care and Health OSC. Quality Accounts are annual reports to the public from providers of NHS healthcare about the quality of the services they deliver. The primary purpose of Quality Accounts is to encourage boards and leaders of healthcare organisations to assess quality across all of the healthcare services they offer. Quality Accounts must include,

- A statement from the Board of the organisation summarising the quality of NHS services provided
- An organisation's priorities for quality improvement
- A review of the quality of services provided
- An explanation of who has been involved

The role of the Task and Finish Group will be to provide a critical friend challenge to Quality Accounts to ensure that provide a true picture of quality of health services, in particular to consider and comment on how providers have:

- Performed on the measures that mean the most to patients

- Reviewed services and engaged with patients, public and governors, in setting the priorities for the future
- Measured performance over time and in comparison with their peers

This Task and Finish Group needs to be completed by early May 2011. The draft scope is attached in Appendix B.

### Maternity Services

This Task and Finish Group has been suggested by the Adult Social Care and Health OSC. NHS Warwickshire is planning to carry out a public consultation on the future Maternity Services (for 12 weeks). This is likely to start in late May 2011 and will finish by end of August 2011. NHS Warwickshire is obliged to consult the Adult Social Care and Health OSC where a proposal involves a potential substantial change or variation in the provision of health services. The Committee will need to respond within the consultation deadline for its views to be taken into account in formulating future proposals. Therefore the Task & Finish Group will be required to commence in early June and complete its findings and recommendations by mid July, to report to Adult Social Care & Health OSC in September 2011.

The objectives of the Task and Finish Group will to be consider:-

- the consultation process undertaken by NHS Warwickshire,
- the options proposed and how they will meet the needs of local community,
- the risk assessments undertaken on the proposals being considered
- whether the proposals will meet equality & diversity needs of the population
- the outcome of the consultation and how consultation process has informed the decision of NHS Warwickshire

The draft scope is attached in Appendix B.

### Older Adults Mental Health Services

This Task and Finish Group has been suggested by the Adult Social Care and Health OSC. The Coventry and Warwickshire Partnership Trust (CWPT) are planning to undertake a consultation regarding older adult mental health services. The consultation will last 12 weeks and is likely to commence during April. The Task and Finish Group will need to conduct the review and report their recommendations within this 12 week period.

The objectives of the Task and Finish Group will to be consider:-

- the consultation process undertaken by NHS Warwickshire,
- the options proposed and how they will meet the needs of local community,
- the risk assessments undertaken on the proposals being considered
- whether the proposals will meet equality & diversity needs of the population
- the outcome of the consultation and how consultation process has informed the decision of NHS Warwickshire

The draft scope is attached in Appendix C.



## Waste

This Task and Finish Group has been suggested by the Communities OSC. Following the demise of Project Transform, at its meeting on 18<sup>th</sup> November 2010, Cabinet authorised the Strategic Director of Environment and Economy to commence a procurement process for a long term arrangement for the disposal of waste from 2013. The purpose of the Task and Finish Group is for members to identify and consider the waste technologies available to support the diversion of waste away from landfill and to recommend those waste technologies which should be considered within the procurement process. The objectives of the Task and Finish Group will be:

- To identify and scrutinise the waste technologies that are available to support the diversion of waste away from landfill
- To consider the effectiveness, efficiency, capacity, sustainability and value for money of these technologies
- To recommend what waste technologies should be incorporated into the waste process procured.

The draft scope is attached in Appendix D.

## **2. Scrutiny Reviews Progress Report 2010/11**

<b>Topic</b>	<b>Reports to Parent Committees</b>	<b>Progress and Comments</b>
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	Cabinet endorsed the recommendations on 18/11/2010 subject to any financial implications arising from the recommendations being considered as part of the Budget and subject to emerging Government policy changes.
Safeguarding Children	Children & Young People OSC 8.9.2010	Cabinet endorsed the recommendations on 18/11/2010 subject to any financial implications arising from the recommendations being considered as part of the Budget and subject to emerging Government policy changes.
Child Adolescent Mental Health Services (CAMHS)	Adult Social Care & Health OSC 16.09.2010	The recommendations were approved by Cabinet on 16/12/2010, subject to any financial implications being considered as part of the Council's budget process.
Support for Carers	Adult Social Care & Health OSC 16.09.2010	Cabinet on 16/12/2010 approved recommendations 1,2,3,4,8,11,12,
Rugby A&E Services	Adult Social Care & Health OSC	Recommendations were endorsed by ASC&H OSC on 12.10.2010 and forwarded

consultation	12.10.2010	to Warwickshire PCT and UHCW
Ante Natal and Post Natal Services for Teenage Parents	Adult Social Care & Health OSC 8.12.2010	Recommendations endorsed by OSC on 8.12.2010. Cabinet 27.1.2011 agreed the recommendations.
Communication with the public and financial accountability	Overview & Scrutiny Board 25.05.2011	Phase 1 recommendations agreed by Cabinet 27.1.2011. Phase 2 underway – member survey planned. May be asking for extension from May to July 2011 for reporting.
Public Service Reform	Overview & Scrutiny Board 25.05.2011	Cabinet agreed Phase 1 recommendations 27.1.2011. Phase 2 has commenced –next session 17/02/2011 on strategic commissioning.
Household Waste Recycling Centres	Communities OSC 3.11.2010	Recommendations made and being implemented
Adult Social Care Prevention Services	Adult Social Care & Health OSC 24.1.2011	Overview and Scrutiny Committee endorsed the recommendations on 24.1.2011 and Cabinet agreed on 27.1.2011
Discharge from hospital and re-ablement	Adult Social Care and Health OSC 13 April 2011	Preliminary work being undertaken- substantive start in January 2011 – an extension until 29 June 2011 has been agreed,
Supporting the local economy	Communities OSC 30 June 2011	Two meetings so far. Next meeting is on 7 <sup>th</sup> March 2011.

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Strategic Director Customers,  
Workforce and Governance  
Shire Hall  
Warwick  
February 2011

### 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

<b>Review Topic</b> (Name of review)	<b>Quality Accounts 2011</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contacts</b>	John Linane – Director of Public Health Jill Freer/Sheila Peacock - (NHS Warwickshire)
<b>Scrutiny Officer Support</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Bob Stevens - Health
<b>Relevant Corporate/LAA Priorities/Targets</b>	<b>WCC Corporate Priority</b> - Maximising independence for older people and adults with disabilities
<b>Process and Timing Issues</b>	<p>The 2011 Quality Accounts have to be published by the Department of Health on 30<sup>th</sup> June 2011.</p> <p>Regulations require that draft Quality Accounts are supplied to Overview and Scrutiny Committees (OSCs) by 28<sup>th</sup> May 2011. In theory this should give OSCs the opportunity to consider the Quality Accounts, agree their 500 word commentary and send these to the relevant Quality Account authors for attention. In practice this is a very short timescale.</p> <p>The following process is suggested.</p> <ol style="list-style-type: none"> <li>1. The Overview and Scrutiny Board agrees to set up a task group comprising six members (including at least one member from a district/borough council).</li> <li>2. Warwickshire LINK are invited to join the County Council in this process.</li> <li>3. Early drafts of the six Quality Accounts to be considered are secured from the contributing organisations.</li> <li>4. Arrangements are made for one member and one LINK representative to visit each of the six contributing organisations. The purpose of the visit will be to question the Chief Executive or other responsible officer(s) on the content of the draft Quality Account. (Standard questions will be agreed and provided beforehand). Visits will be held in <b>April 2011</b>.</li> <li>5. The results of the six visits will be correlated by the supporting overview and scrutiny officer with a view to producing the 500 word commentary as required.</li> <li>6. A special meeting of the Adult Social Care and Health Overview and Scrutiny Committee will be required in the week beginning <b>9<sup>th</sup> May 2011</b>. This will ratify the commentaries.</li> </ol>

<p><b>Resources</b></p>	<ul style="list-style-type: none"> <li>• Two days admin time to arrange meetings.</li> <li>• Member time. Each visit will occupy half a day.</li> <li>• Four days Overview and Scrutiny Officer time</li> </ul>
<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>Quality Accounts are annual reports to the public from providers of NHS healthcare about the quality of the services they deliver. The primary purpose of Quality Accounts is to encourage boards and leaders of healthcare organisations to assess quality across all of the healthcare services they offer. Quality Accounts must include,</p> <ul style="list-style-type: none"> <li>• A statement from the Board of the organisation summarising the quality of NHS services provided</li> <li>• An organisation’s priorities for quality improvement</li> <li>• A review of the quality of services provided</li> <li>• An explanation of who has been involved</li> </ul> <p>There is also an expectation that QAs will include statements from consultees such as LINKs, PCTs and OSCs.</p> <p>The first Quality Accounts for Warwickshire were produced in 2010. The then Health Overview and Scrutiny Committee considered these at the end of May and provided a commentary on each one.</p> <p>This year seven Quality Accounts will be produced that impact on Warwickshire. These are</p> <ul style="list-style-type: none"> <li>• George Eliot Hospital NHS Trust</li> <li>• South Warwickshire NHS Foundation Trust</li> <li>• University Hospitals Coventry and Warwickshire NHS Trust</li> <li>• Coventry and Warwickshire Partnership NHS Trust</li> <li>• Warwickshire Community Health</li> <li>• West Midlands Ambulance Service</li> <li>• NHS Direct</li> </ul> <p>It should be noted that 1) on April 1<sup>st</sup> 2011 the Warwickshire Community Health Service will come under the control of South Warwickshire NHS Foundation Trust and 2) the NHS Direct Quality Account will be produced by the West Midlands Ambulance Service.</p> <p>The role of the OSC is one of assurance. It will be expected to comment on whether the QA providers have met the DH’s requirements as set out in its tool kit. For example, if a provider says that it has engaged with the public the OSC should look for evidence of that in the QA. Similarly if the provider states that priorities have been agreed on the basis of patient need then there should be evidence of this.</p>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The objectives of the Task and Finish Group is to consider and comment on how providers have:</p> <ul style="list-style-type: none"> <li>▪ A clear picture of the quality of health services currently provided in Warwickshire.</li> <li>▪ An opportunity to evaluate the whether the content of the Quality Accounts meet the requirements of the Department of Health.</li> <li>▪ Critical friend challenge to Quality Accounts to ensure that provide a true picture of quality of health services, in particular to consider and comment on how providers have:             <ul style="list-style-type: none"> <li>- Performed on the measures that mean the most to patients</li> <li>- Reviewed services and engaged with patients, public and governors, in setting the priorities for the future</li> <li>- Measured performance over time and in comparison with their peers</li> </ul> </li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u></p> <ul style="list-style-type: none"> <li>▪ Analysis of draft Quality Accounts produced by acute sector.</li> </ul> <p><u>Exclude</u></p> <ul style="list-style-type: none"> <li>▪ Analysis of draft Quality Accounts produced by primary providers. Not required until 2012.</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ A clear picture of the quality of health services currently provided in Warwickshire</li> <li>▪ Constructive dialogue between elected members and LINKs and Quality Account authors</li> <li>▪ Constructive feedback and commentary offered by OSC</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<p>Quality Accounts that:</p> <ul style="list-style-type: none"> <li>▪ Provide a true account of the quality of health services in Warwickshire</li> <li>▪ can be used to hold health service providers to account and</li> <li>▪ which provide evidence of openness and transparency.</li> </ul>

## Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>NHS Warwickshire's Proposals for Maternity Services in Warwickshire – Joint Review with LINKs</b>
<b>Panel/Working Group etc – Members</b>	TBA - Councillors + representative from LINKs
<b>Key Officer Contact</b>	TBA
<b>Relevant Portfolio Holder(s)</b>	Cllr Bob Stevens
<b>Relevant Corporate/LAA Priorities/Targets</b>	N/A
<b>Timing Issues</b>	NHS Warwickshire is planning to carry out a public consultation on the future <b>Maternity Services</b> (for 12 weeks). This is likely to start in late May 2011 and will finish by end of August 2011. NHS Warwickshire is obliged to consult the Adult Social Care and Health OSC where a proposal involves a potential substantial change or variation in the provision of health services. The Committee will need to respond within the consultation deadline for its views to be taken into account in formulating future proposals. Therefore the T & F Group will be required to commence in early June and complete its findings & recommendations by mid July, to report to Adult Social Care & Health OSC in September 2011.
<b>Type of Review</b>	In depth review
<b>Resource Estimate</b>	<b>Resources to support the review</b> –a provisional estimate of scrutiny officer support is between 60 to 70 hours or 10-12 days depending on the actual methodology used by the review. This assumes 3/4 meetings with members i.e. to plan the review, an evidence session or possibly two and a final meeting to review the evidence and develop the recommendations. Time estimates include arranging any site visits or best practice visits meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	This is part of the statutory role of a Health Scrutiny to consider NHS Warwickshire's public consultation process and ensure maternity services in Warwickshire meets the needs of the community.
<b>Objectives of Review</b> (Specify exactly what the review should achieve)	Role of T+FG will be to consider:- <ul style="list-style-type: none"> <li>• the consultation process undertaken by NHS Warwickshire,</li> <li>• the options proposed and how they will meet the needs of local community,</li> <li>• the risk assessments undertaken on the proposals being considered</li> <li>• whether the proposals will meet equality &amp; diversity needs of the population</li> <li>• the outcome of the consultation and how consultation process has informed the decision of NHS Warwickshire</li> </ul>

<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• NHS Proposals for maternity services</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• ante-natal and post-natal services</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• To have sustainable, safe and appropriate Maternity Services for the people in Warwickshire.</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<ul style="list-style-type: none"> <li>• Ensure this review is carried out in partnership with LINKs to avoid duplication of effort.</li> </ul>



Proposed Scrutiny Review Outline

<b>Review Topic</b> (Name of review)	<b>Older Adults Mental Health Services</b>
<b>Panel/Working Group etc – Members</b>	TBA
<b>Key Officer Contact</b>	
<b>Relevant Portfolio Holder(s)</b>	Cllr Bob Stevens –Portfolio Holder for Health Cllr Izzi Seccombe – Portfolio Holder for Adult Social Care
<b>Relevant Corporate Ambition, Outcome and Measures</b>	<b>Ambition</b> – Care and Independence  <b>Outcome</b> – Warwickshire’s residents have more choice and control - Warwickshire’s vulnerable residents are supported at home
<b>Timing Issues</b>	Coventry and Warwickshire Partnership Trust (CWPT) are planning to undertake a consultation regarding older adult mental health services. The consultation will last 12 weeks and is likely to commence during April. The Task and Finish Group will need to conduct the review and report their recommendations within this 12 week period.
<b>Type of Review</b>	Task and Finish Group
<b>Resource Estimate</b>	A provisional estimate of scrutiny officer support is between 50 to 60 hours or 8-10 days depending on the actual methodology used by the review. This assumes 4 meetings with members i.e. to plan the review, 2 evidence sessions and a final meeting to review the evidence and develop the recommendations. Time estimates do not include any site visits or best practice visits but do include arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	This is part of the statutory role of Health Scrutiny to consider NHS consultations.  There are currently four day services in Warwickshire, they are Mira and Kingsbury in North Warwickshire and Loxley and Woodloes in South Warwickshire. There is an Acute Day Service in Rugby, called the Community Assessment Intensive Treatment Service. This replaced the traditional Day Service delivered out of the Rugby St Cross site, The CAITTs model is the model that Coventry and Warwickshire Partnership Trust and NHS Warwickshire wish to see delivered across all of Warwickshire. The consultation will propose to close the traditional days services in Warwickshire and re-provide the CAITT model provision across Warwickshire. Additionally, CWPT will assess the need for its current inpatient provision. It will consider closing Loxley Inpatient service in Stratford (14 beds) and Woodloes Inpatient service in Warwick (25 beds). Inpatient provision will then be centred at St Michaels Hospital in Warwick (20 beds). This will be a 1-3 year graduated plan, releasing beds as the CAITT provision develops.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The objective of this review will to be consider:-</p> <ul style="list-style-type: none"> <li>• the consultation process undertaken by NHS Warwickshire,</li> <li>• the options proposed and how they will meet the needs of local community,</li> <li>• the risk assessments undertaken on the proposals being considered</li> <li>• whether the proposals will meet equality &amp; diversity needs of the population</li> <li>• the outcome of the consultation and how consultation process has informed the decision of NHS Warwickshire</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• CWPT consultation process regarding older adult mental health services</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>• Decisions surrounding Hawthorne Ward</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>• Recommendations accepted and implemented to deliver improvements</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>• Appropriate and sustainable older adults mental health services that meet the current and future needs of Warwickshire’s residents</li> <li>• Demonstrable improvements in patient access and experience</li> <li>• Increased numbers of individuals supported at home</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

## Proposed Scrutiny Review Outline

<b>Review Topic</b>	<b>Waste Disposal</b>
<b>Panel/Working Group</b>	TBA
<b>Key Officer Contact</b>	Martin Stott, E+E
<b>Relevant Portfolio Holder(s)</b>	Cllr Alan Cockburn, Portfolio Holder for Environment and Economy
<b>Relevant Corporate Ambition, Outcome and Measures</b>	<p><u>Ambition</u> Environment and Housing</p> <ul style="list-style-type: none"> <li>▪ Work with Borough and District Councils to improve recycling rates, reduce the amount to waste sent to landfill and keep public spaces clean and well maintained</li> </ul> <p><u>Outcome</u></p> <ul style="list-style-type: none"> <li>▪ Warwickshire's environment is protected for the future</li> </ul>
<b>Timing Issues</b>	There is a tight timescale associated with the procurement of the contract. There will be a 'bidders day' in early June, early September the contract will go out to tender and the contract will be let by February 2012. It is suggested that the Task and Finish Group is established following the bidders day in June and will need report by the end of July to give enough time to influence the tender document. Therefore, the Task and Finish Group would need to take place over June and July.
<b>Type of Review</b>	Short investigation
<b>Resource Estimate</b>	This is proposed as a short, sharp scrutiny exercise. A provisional estimate of scrutiny officer support is between 6-8 days, or 36-48 hours. This includes a preparation meeting, 2-3 evidence sessions, research time, liaison and contact with witnesses, liaising with members to agree recommendations and writing and submitting a report.
<b>Rationale</b> (Key issues and/or reason for doing the review)	<p>Following Coventry CC and Solihull MC withdrawal from Project Transform, Cabinet considered a report on future arrangements for waste disposals at their meeting on 18<sup>th</sup> November 2010. The report explained that with the loss of Project Transform, the Council needs to secure its long term arrangements for the disposal of waste. A number of Warwickshire's landfill contracts expire in 2013 and it is proposed that these are replaced with contracts that support the diversion of waste from landfill and prevent the authority being fined for failing to achieve Landfill Allowance Targets (LAT's). It is therefore proposed that any waste process procured uses technology to support the diversion of waste from landfill. Cabinet authorised the Strategic Director of Environment and Economy to commence a procurement process for a long term arrangement for the disposal of Waste from 2013, on terms acceptable to the Strategic Director of Resources and the Strategic Director of Customers.</p> <p>The purpose of the Task and Finish Group is for members to identify and consider the waste technologies available and to recommend those waste technologies which should be considered within the procurement process.</p>

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The objectives of the Task and Finish Group will be:</p> <ul style="list-style-type: none"> <li>▪ To identify and scrutinise the waste technologies that are available to support the diversion of waste away from landfill</li> <li>▪ To consider the effectiveness, efficiency, capacity, sustainability and value for money of these technologies</li> <li>▪ To recommend what waste technologies should be incorporated into the waste process procured.</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Waste technologies available to support the diversion of waste away from landfill</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Alternative strategies following the demise of Project Transform (Cabinet decision to commence a procurement process for a long term arrangement for the disposal of waste from 2013 made on 18<sup>th</sup> November 2010)</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ A robust tendering document and process which focuses effective waste technologies to support the diversion of waste away from landfill</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Reduced waste going to Landfill and achievement of Landfill Allowance Targets (LAT's)</li> </ul>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

## AGENDA MANAGEMENT SHEET

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 10 March 2011

**Report Title** Work Programme

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

**For further information please contact:**

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Administrator  
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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  .....

## Overview and Scrutiny Board – 10 March 2011

### Work Programme 2011

#### 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 17/03/2011

##### **Capital Programme Variations and Capital Review**

Variations to the capital programme and capital review. To go to Cabinet - 17th March 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.

##### **2011/12 Service Estimates**

The Resources Directorate's service estimates for 2011/12.

##### **Report to declare Newton & Farraday Halls, Lower Hillmorton Road Rugby, surplus to requirements and to dispose on the open market**

To declare Newton and Faraday Halls, Lower Hillmorton Road,

Rugby surplus to requirements and to dispose on the open market jointly with the Rugby College site.

### **Cabinet 14/04/2011**

#### **CICA – Partnership with Private Practice**

Proposal to set up a partnership with private practice to undertake some of the Council's CICA (Criminal Injuries Compensation Authority) work.

#### **Corporate Business Plan Measures and Targets for 2011-13**

Consider the proposed list of Corporate Business Plan Measures and Targets for 2011-13.

### **Cabinet 16/06/2011**

#### **Corporate Governance Audit**

Results of the 2009/10 corporate governance audit.

#### **Annual Governance Statement**

The report presents a draft Annual Governance Statement for scrutiny prior to submission to Council.

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

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

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  
04 February 2011



## Overview and Scrutiny Board Work Programme 2011/12

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
25 May 2011	Questions to the Portfolio Holders	Board members to put questions to the Portfolio Holder		√							
	Public Service Reform Scrutiny Review	Recommendations of the Public Service Reform Task and finish Group			√						
	Treasury Management Monitoring Report 2010/2011	To review the end year position. (quarterly update)	√								
	Progress on Property Review (Steve Smith)	Update requested by the Board at their meeting on 5 October 2010 (6 monthly update)	√		√						
	O&S Board Work Programme (Jane Pollard)	Future work programme of the Board for consideration									
	Proposals for Task and Finish Groups (Jane Pollard)	Proposals for Task and Finish Groups									

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
20 July 2011	Questions to the Portfolio Holders			√							
	Review of Communication with the Public and Financial Accountability (Councillor Tim Naylor)	Recommendations of the Chair of the Task and Finish Group from the Review of Communication with the Public and Financial Accountability									
	O&S Board Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)										
28 Sept 2011	Questions to the Portfolio Holders			√							
	Treasury Management Monitoring Report 2010/2011	(quarterly update)	√								
	O&S Board Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)										

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
30 Nov 2011	Questions to the Portfolio Holders			√							
	Progress on Property Review (Steve Smith)	(6 monthly update)									
	O&S Board Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)										
25 Jan 2012	Questions to the Portfolio Holders			√							
	Treasury Management Monitoring Report 2010/2011 (Phil Triggs)		√								
28 Mar 2012	Questions to the Portfolio Holders										
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										