

Overview and Scrutiny Board

25 May 2011

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Wednesday 25 May 2011 at 2.00 p.m.**

The agenda will be:

1. General

- (1) **Apologies**
- (2) **Election of Chair and Vice-Chair**
- (3) **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

- (4) **Minutes of the meeting of the Overview and Scrutiny Board held on 10 March 2011**

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



Part 1 Partnership Matters

2. Public Service Reform Task and Finish Group

Report of the Chair of the Task and Finish Group

REPORT TO FOLLOW

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

Part 2 Council Matters

3. Public Question Time

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

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

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

This report updates the Board on progress with the property review and next steps.

Recommendation

That Overview and Scrutiny Board considers and comments on the progress

REPORT TO FOLLOW

For further information please contact Steve Smith, Head of Physical Assets,
Tel: 01926 41 2352 E-mail stevesmithps@warwickshire.gov.uk

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

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.

7. Work Programme 2011-12

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 or Ann Mawdsley, Principal Committee Administrator, Tel: 01926 418079 E-mail 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:

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

Clive Parsons

NHS Warwickshire

Janet Smith

Portfolio Holders:-

Councillor Colin Hayfield -Customers, Workforce and Partnership

Councillor Peter Butlin – Workforce and Governance

Councillor Martin Heatley - Resources

For further information please contact

Ann Mawdsley, Principal Committee Administrator,

Customers, Workforce and Governance Directorate

Tel. 01926 418079 or e-mail annmawdsley@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
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MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 10 MARCH 2011

Present:

Members of the Board:

Councillors: Les Caborn
Michael Doody
Peter Fowler
Tim Naylor
Jerry Roodhouse
John Ross
Chris Saint (Chair)
Clare Hopkinson (replacing Councillor Dave Shilton for this meeting)
June Tandy
John Whitehouse

Co-opted members

For Partnership

Matters Councillor Claire Edwards (Rugby Borough Council)
Councillor John Haynes (Nuneaton and Bedworth Borough Council)
Councillor Sue Main (Stratford-on-Avon District Council)

Portfolio Holder Councillor Alan Farnell
Councillor Colin Hayfield (Portfolio Holder for Customers, Workforce and Partnership)

Officers: David Abbott, Assistant to Political Group (Liberal Democrat)
Elizabeth Abbott, Performance and Improvement Officer
David Carter, Strategic Director Customers, Workforce and Governance
Dave Clarke, Strategic Director Resources
Phil Evans, Head of Facilities Management
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
Martin Stott, Head of Environment and Resources

1. General

The Chair welcomed everyone to the meeting.

(1) Apologies

Apologies for absence were received on behalf of Councillor Jeremy Bowden (North Warwickshire Borough Council), Councillor Bernard Kirton, Councillor Dave Shilton (replaced by Councillor Clare Hopkinson for this meeting), Janet Smith (Warwickshire Police Authority) and Councillor Sonja Wilson.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Jerry Roodhouse declared a personal interest as the Chair of Warwickshire LINks.

(3) Minutes of the meeting of the Overview and Scrutiny Board held on 12 January 2011

The minutes of the meeting of the Overview and Scrutiny Board held on 12 January 2011 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. Overview and Scrutiny Annual Report 2010/11

The Board considered the report of the Strategic Director for Customers, Workforce and Governance outlining the work undertaken by Overview and Scrutiny during 2010/11.

A discussion ensued and the following points were noted:

1. Members considered the Annual Report in its current draft form to be lacking in substance or any view for the future.
2. Members commended the "Scrutiny Bytes" document, and there was general consensus that the Annual Report should be in a similar format and content to that document.
3. Much of the substance of work carried out during committee meetings was missing from the report.
4. There needed to be a balance between the information provided in the report and other sources of information detail that could be linked to the report.
5. There needed to be greater emphasis placed on the outcomes achieved through overview and scrutiny.

It was agreed that the Chair would work with the Overview and Scrutiny Chairs to redress the report in response to the comments set out above. The revised report would then be forwarded to all members of the Committee electronically for comment, before being considered by the full Council in May.

Part 2 – Council Matters

3. Public Question Time

None.

4. Questions to the Portfolio Holder/Portfolio Holders Update

The Chair welcomed Councillor Alan Farnell and Councillor Colin Hayfield to the meeting.

In response to questions put to the Leader and Portfolio Holder, the following points were noted:

1. Councillor John Whitehouse stated that he and Councillor Tim Naylor were two of the three nominated Members on ESPO (Eastern Shires Purchasing Organisation). ESPO were currently undergoing a major strategic review which would require Warwickshire County Council having to take a set of decisions about future arrangements. There was some concern that with the absence of Councillor Martin Heatley, that the Administration was not sufficiently engaged with this process. Councillor Tim Naylor stressed the importance of ESPO as a company with a turnover half the size of the County Council's turnover, and was an organisation that addressed many of Warwickshire's ambitions in terms of partnership working, commissioning and procurement.

Councillor Farnell acknowledged that this was an issue for Members to discuss, but this should ideally be done once the consultancy work being carried out was complete. He undertook to attend all future meetings of ESPO until Councillor Heatley's return.

2. Councillor Michael Doody asked when Members were likely to see a complete list of reduced bus services throughout the county and in particular, in rural areas.

The Chair noted that the remit of the Board covered the budget implications only, and that bus services were otherwise part of the remit of the Communities O&S. Councillor Farnell noted that the Council had agreed to additional money being put into bus services, and Dave Clarke undertook to send the full details to all Members.

3. Councillor John Haynes (Nuneaton and Bedworth Borough Council) asked for an update regarding the decision made about Bulkington Library.

Councillor Hayfield noted that a review of all 34 Warwickshire libraries was being carried out, and that 16 had been identified as not being viable in their present form. He added that no decisions had been made about the closure of any libraries, and communities were being encouraged to work together to look at alternative solutions.

There was some discussion concerning the remits of the Board and the O&S Committees, and it was agreed that where issues were linked to both, such as with libraries, that a decision needed to be made about which committee should scrutinise an item, to reduce any duplication.

The Chair thanked the Leader and Portfolio Holder for their responses.

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

The Committee considered the report of the Assistant Chief Executive presenting the proposed measures and targets for inclusion relevant to the remit of the Overview and Scrutiny Board.

Councillor John Whitehouse commended the comments made by the Overview and Scrutiny Committees, which had been distributed to Members of the Board, as these were a fair reflection of the discussions that had taken place in considering this report. He added that it was important that Scrutiny Committees had access to the appropriate Business Level Plans. In order to ensure that a better process was put in place for future years, he proposed that Members be provided with a visual reproduction of the process, including the timing of key stages and how the process sat within the decision making of the Council. Tricia Morrison undertook to look into this.

During the ensuing discussion, the following was noted:

1. Revised targets were given for Ambition 5 – Environment and Housing, Warwickshire is Clean and Green as follows:
Target for 2011/12 from 600 kg per annum to 589 kg per annum
Target for 2012/13 from 594 kg per annum to 552 kg per annum
Target for 2013/14 from 591 kg per annum to 539 kg per annum.
These revised targets would be reflected in the report to Cabinet in April.
2. All three O&S Committees had been dissatisfied about the information they had been given to scrutinise. Councillor Tandy thanked officers for the additional information which had been provided at her request, for the Children and Young People O&S Committee. Tricia Morrison noted the desire of all O&S Committees for a further report, including benchmarking data and trend direction.
3. Members agreed that even where targets were not available, that baseline and benchmarking information should be provided.
4. Locality Plans should be included under Ambition 1 – Community and Customers.
5. Under Ambition 1 – Community and Customers, information had traditionally been based on Public Satisfaction Surveys on a sample base, which was previously a statutory requirement set by the Government, which had been continued to preserve the baseline information. These were carried out every two years and it would be too expensive to carry out on an annual basis. It was agreed that consideration should be given to how annual surveys could be carried out to monitor how the public were responding to the transformation of the Council, with continued importance placed on surveying a balanced sample. The Chair asked Councillor Hayfield to discuss with David Carter and Monica Fogarty how best to take this forward.
6. It was suggested that the set of measures formulated by the Young Foundation to measure happiness should be considered to measure “Residents of Warwickshire are happy with Warwickshire as a place to live” under Ambition 1.
7. It was agreed that the document needed to reflect challenging targets at a county and locality level with a clear link between the ambitions of the County Council and outcomes.
8. In response to a query regarding the level of Member involvement in developing the measures and targets, Councillor Alan Farnell noted that he and Councillor Bob Stevens had been involved with discussions with the relevant officers from each Directorate. The role of scrutiny could support the process by considering whether targets were challenging enough and helping to challenge Strategic Directors and Heads of Service to meet those targets.

9. Tricia Morrison undertook to correct the duplication of e-services in Ambitions 1 and 7.
10. It was acknowledged that reducing the number of NEETs (16 to 18 year olds out of education, employment or training) in the present climate and against a national trend of increasing NEET numbers, would be challenging. The target reduction of 3.6% was against the current percentage. Elizabeth Abbott undertook to clarify for Members what the baseline was developed on. Councillor Colin Hayfield added that within Warwickshire there was an imbalance of NEETs, and that the target needed to be broken down to an area basis.
11. Under Ambition 7 – Organisation the word “optimum” was defined as wanting to be fully utilising property in the best interests of the County Council and its staff, by 2013/14. It was noted that the baseline utilisation for 2011/12 of 57% was poor and there had been difficulty in addressing this challenge for many years. It was suggested that where accommodation was not fully utilised, this space could be offered to partners or other organisations.
12. Dave Clarke noted that the importance of bearing in mind the optimum usage variable, and that it would not be possible to occupy some buildings to optimum capacity without considerable work and cost to sort out buildings, particularly historic buildings. Members agreed that Accommodation and Alternative Ways of Working should be considered as a future item on the work programme.
13. Dave Clarke confirmed that the County Council had been working to a tolerance of +1/-1% for a number of years already.

The Overview and Scrutiny Board, having considered and challenged the draft measures and targets relating to the Corporate Business Plan 2011-12, requested that the report to be considered by the Cabinet on 14 April 2011, be circulated to all County Council Members of the Board once approved by the Portfolio Holder..

6. 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 setting out the progress of scrutiny reviews and proposals for four new task and finish groups to undertake reviews.

The following Chairs and membership were agreed:

Maternity Services

Cllr Balaam (Chair)

Cllr Tandy

One Conservative (from the Teenage Pregnancy review)

Quality Accounts

Cllr Shilton (Chair)

Cllr Balaam

Cllr Clarke

Cllr Foster

Cllr Tooth

Cllr Warner

Older Adults Mental Health Services

Cllr Roodhouse (Chair)

Cllr Fowler

Cllr Tooth

Waste Disposal

Cllr Chattaway (Chair)

Cllr Hopkinson

Cllr Lobbett

Cllr Whitehouse

7. Work Programme 2010-11

The Overview and Scrutiny Board noted the work programme and made the following suggestions for future reports:

- Progress Report on the Transformation of Warwickshire County Council to the meeting on 28 September 2011.
- Staffing – a report to go to each Overview and Scrutiny Committee with information relevant to the remit of that Committee, followed by a report to the Board.

The Chair agreed to investigate holding a seminar for all Members and the District and Borough Councils to look at s106 agreement monies.

8. Any Other Items

The Chair pointed out that this would be the last meeting of the Overview and Scrutiny Board that Dave Clarke would attend before his retirement from the Council on 25 March. The Chair, on behalf of the Board, thanked Dave Clarke for his support and clarity of advice on financial matters over the years and wished him well in whatever he chose to do in the future.

9. Dates of Future Meetings

Members of the Board noted the dates of future meetings. It was noted that there would be a number of Members away for the 28 September meeting and it was agreed that this should be reviewed at the next meeting, following the Annual Council meeting.

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Chair

The Board rose at 12:00 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 25 May 2011

Report Title Report of the Public Service Reform Task and Finish Group

Summary The report and recommendations of the Task and finish Group are submitted for the consideration of the Overview and Scrutiny Board. The Board is asked to consider referring the recommendations in relation to Phase Two to Cabinet

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 John Ross, Jerry Roodhouse, Peter Fowler, Sid Tooth
- Cabinet Member Cllr Farnell
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Strategic Directors David Carter, Monica Fogarty
- District Councils
- Health Authority Paul Maubach NHS Warwickshire

Police

Colin Grainger Police Service

Other Bodies/Individuals

Phil Evans, Liz Holt, Paul White

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

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To Council

.....

To Cabinet

16 June 2011

To an O & S Committee

.....

To an Area Committee

.....

Further Consultation

.....

Agenda No

Overview and Scrutiny Board - 25 May 2011.

Report of the Public Service Reform Task and Finish Group

Recommendation

The Overview and Scrutiny Board is asked to endorse the Phase Two recommendations with a view to their onward transmission to Cabinet

The Report of the Public Service Reform Task and Finish Group is attached for consideration.

COUNCILLOR JOHN ROSS
Chair of the Public Service
Reform Task and Finish Group

Shire Hall
Warwick

16 May 2011



**Public Service Reform Task and Finish
Group –
Breaking the Mould**

May 2011

Overview and Scrutiny Board

Contents

	Page
Executive Summary	3
Main Report	6
Phase One	
1. Introduction	6
2. Key Findings	6
3. Key Opportunities	7
4. Other Issues	8
5. Recommendations	8
6. Outcomes from Phase One	9
Phase Two	9
7. Introduction	9
8. Key Findings	9
9. The Partner Perspective	11
10. Procurement	12
11. Recommendations	13
Appendices	
Appendix 1 Contributors	15
Appendix 2 Pros and Cons of Models and What's happening elsewhere?	16

Executive Summary

Report of the Public Services Reform Task and Finish Group

Foreword by the Chair

The Public Service Reform Task and Finish Group were commissioned by the Overview and Scrutiny Board in July 2010. The Group has undertaken two separate phases of work. In Phase One the Group decided to focus on public reform in the areas of adult social care, health, education and police services and reported initially to the Overview and Scrutiny Board in January 2011 recommending that

- The Council should move towards a strategic commissioning model but should be clear how this would operate.
- Any proposals for trading, outsourcing, collaborative models should be supported by a proper business case and certain key questions must be answered
- Proposals for collaboration should be based on what makes sense in service terms and not restricted to specific geographic areas 'Warwickshire' or the sub-region.



**Councillor John Ross
Chair of the Public
Service Reform Task and
Finish Group**

The Phase One recommendations have been accepted by Cabinet and the Council adopted a move towards a strategic commissioning model as part of its Corporate Business Plan 2011-13 in February 2011. More information about Phase One can be found in Sections 1 to 6 of the main report.

In the second Phase of its work the Group has followed up on some of the recommendations in Phase One, namely the move of the local authority towards a strategic commissioning model of operation and the procurement of 'common' goods and services. Its key findings from Phase Two are set out below.

The government reform agenda continues to move at a fast pace. We operate on continually shifting sands as future government policy is unveiled or is amended in response to consultation responses. There is a need for the local authority to remain continually alert, to ensure its solutions are not rigid so that it can adapt its arrangements to meet new requirements/directions as they emerge.

I would like to thank all those who contributed to the review without whose help, assistance and valuable contributions the work of the Task and Finish Group could not have proceeded. A list of contributors is set out in Appendix 1.

I would also like to thank the other members of the Task and Finish Group Councillors Peter Fowler, Jerry Roodhouse and Sid Tooth for their work in both Phases and Clive Parsons independent member of Warwickshire Police Authority and Janet Smith Non-Executive member of NHS Warwickshire for their contributions to Phase One.

Phase 2

1. Introduction

The Group was of the view that the local authority should move towards a strategic commissioning model of operation rather than the traditional provider model. How that might be achieved was unclear in Phase One and therefore the Group undertook further enquiries in Phase Two. In addition the Group examined the council's arrangements for the procurement of 'common' goods and services to see if the local authority was making the most of its buying power.

2. Key Findings –Phase 2

2.1 Strategic Commissioning does not just mean procurement or outsourcing. It is about a range of behaviours and cultural change as much as deciding non-core and core services. New skills are required – a different set of behaviours from both councillors and officers.

2.2 Members would have a key role in setting the vision and direction of the authority by focussing on:

- listening and involving the community;
- obtaining and feeding back customer and citizen satisfaction
- engaging community resources
- prioritisation
- scrutiny

2.3 The dividends of adopting a strategic commissioning model are said to be

- Cash
- Managing the risk more effectively
- Reduction in fixed costs – fixed assets
- Right thing to do – able to take a birds eye view for people of Warwickshire
- Flexible and responsive
- Clarity of purpose

2.4 Some of the challenges are enabling a cultural shift in member and officer behaviours, workforce capacity and capability, separating decision-making from delivery, redesigning structures and possibly services, balancing competing public interests and needs. These types of changes do not happen overnight and will require a transition plan probably over at least a two year period. At the time of writing the Executive were still discussing what the operational model might look like and what might be involved in the transition plan.

2.5 The Cabinet Office seven principles should be used as a tool to judge whether the transition plan is fit for purpose. Members should also pay attention to the issues raised in the partners session in particular

- Capacity for effective data analysis
- Arrangements for information sharing
- Systems for direct feedback from customers/service users
- The need to align commissioning cycles with partners particularly in the gap analysis and planning phases

- 2.6 In relation to procurement the Task and Finish Group were satisfied that the right approaches had been and were being taken and appropriate issues addressed.
- 2.7 There is a lot of technical expertise leaving the authority at this point in time. This presents both a threat in terms of understanding the nature of services and the costs involved. It also presents opportunities to do things differently. If we are to achieve the Council's ambitions, we need to be very clear about the outcomes we want and put in place robust contract monitoring to secure improvement.
- 2.8 Ultimately the transformation agenda will drive the future commissioning agenda. What the local authority needs to do more of
- Activity around demand management
 - Contract management to drive improvement
 - Changing the culture of the organisation to look at cost not just price
 - Market management and market intelligence

3. Recommendations –Phase 2

- 3.1 The Cabinet should review whether there is sufficient capacity to carry out the data analysis required by a strategic commissioning model and should review with public sector partners whether there are additional resources that could be shared.
- 3.2 The Cabinet should review with public sector partners whether commissioning cycles can be better aligned particularly around gap analysis and planning phases of the cycle to ensure we are able to maximise the information we hold and our resources.
- 3.3 The Overview and Scrutiny Board should scrutinise the transition plan to assess whether it is fit for purpose having regard to the seven principles set out by the Cabinet Office and the issues raised by partners in Section 9.
- 3.4 In developing the strategic commissioning model for the Authority the Cabinet should be alert to the need to strengthen the following around procurement
- Activity around demand management
 - Contract management to drive improvement
 - Changing the culture of the organisation to look at cost not just price
 - Market management and market intelligence

COUNCILLOR JOHN ROSS
Chair of the Public Service Reform Task and Finish Group

Report of the Public Services Reform Task and Finish Group

Phase One

1. Introduction

- 1.1 The Public Service Reform Task and Finish Group were commissioned by the Overview and Scrutiny Board in July 2010. The scope of the potential changes to public services is vast and therefore the Group decided to focus on the areas of adult social care, health, education and police services. It has met on three occasions to gather intelligence about how services are responding to meet the challenges posed.
- 1.2 It also held a workshop on 3 November 2010 to look at the possible shape of public services across Warwickshire, what services could benefit from a different approach and the specific opportunities arising from the changes to Health and Education.
- 1.3 The government reform agenda continues to move at a fast pace. We operate on continually shifting sands as future government policy is unveiled or is amended in response to consultation responses. There is a need for the local authority to remain continually alert, to ensure its solutions are not rigid so that it can adapt its arrangements to meet new requirements/directions as they emerge.

2. Key Findings

- 2.1 The Group is of the view that the local authority should move towards a strategic commissioning model of operation rather than the traditional provider model. The suggested advantages of such an approach are that it should enable the local authority to take a more holistic approach to commissioning based on the needs of consumers/citizens. The Council has a wealth of information available to it e.g. Quality of Life Report, Joint Strategic Needs Assessment etc to enable these to be identified and a service offer developed.
- 2.2 There needs to be clarity over what a strategic commissioning model means in practice for the local authority and the principles and values which will underpin it. Will it be the 'virtual authority' model of Suffolk County Council or something different?
- 2.3 It is important that the authority has a clear idea of where it wants to be in the next 5 - 10 years so that service re-configuration does not take place in a vacuum and opportunities are not lost. There should be a strategy and plan to support the transition.

Collaboration, Outsourcing and Marketing

- 2.4 The workshop on 3 November 2010³ considered 3 basic models for collaboration
 - Lead Authority –e.g. Continuing Healthcare
 - Joint Service –secondment
 - New Legal Entity (creation of new organisation e.g. Housing Improvement)
- 2.5 Many of the earlier 'partnerships' had focussed on transactions as part of the 'Gershon' efficiency agenda. Latterly discussions had focussed on establishing strategic partnerships and for a variety of reasons discussions

have stalled when moving from principle to implementation. There is insufficient time to engage in lengthy debates if the Council is to respond to reform agenda, the pace of change is too fast. The focus of the debate needs to move to specialist services if collaborative models are to be pursued and practical implementation.

- 2.6 To pursue collaborative models there needs to be real enthusiasm from all those who would need to be involved. There needs to be clear articulation of the intended service offer and the outcomes and a clear implementation plan.
- 2.7 When considering collaborative models there is a need to ensure that you have driven out all the inefficiencies in your own processes and aligned those processes with other 'partners' otherwise you simply transfer those costs into the collaborative model.
- 2.8 Collaborative models which simply seek to share/shed management costs will not generate the scale of savings required to meet the public spending cuts. Simply combining services does not produce economies of scale the changes need to be more fundamental. As well as managing supply we need to manage demand more effectively, for example the re-configuration of some services is with a view to reducing the demand for public services –social care reablement.
- 2.9 Whether considering collaboration, outsourcing or marketing of services key questions need to be answered?
 - Do we have the market intelligence to know where the opportunities lie?
 - Is there a clear service offer?
 - Do we know the cost of our own services compared to others?
 - Do we understand the financial risks?
 - Are we confident that all the inefficiencies in our services have been driven out?
 - Is there a robust business case for collaboration, marketing or outsourcing the services?
- 2.10 There should be a proper business case, with a clear articulation of the service offer and clear common understanding between 'partners'. All partners need to know the costs of their services for collaborative models to work.
- 2.11 We need to move away from considering collaborative models based on geographical administrative boundaries or adjoining areas. Whilst these may be important for some public services they are not for others.
- 2.12 Overall there was little appetite for pursuing shared service models, outsourcing or marketing of services to others unless there was a business case to do so.

3 Key Opportunities

- 3 There are some immediate opportunities for the local authority to explore in terms of collaborative models. They need to be assessed quickly otherwise the opportunity will be lost.
 - Further opportunities have opened up for integrated health and adult social care commissioning with the proposals for GP commissioning, for example the continuing healthcare budget is around £78M

- Education and services to schools – Academies/Free Schools –where there may be opportunities to trade services if the market is right. Work needs to be undertaken to ensure we have a robust business case to make a service offer.
- Commissioning and procurement of ‘common goods and services’. There are multiple ‘collaborative arrangements” existing within the county and extending outside of Warwickshire boundaries. These might offer opportunities for rationalisation and an opportunity for public services to combine their purchasing power and drive prices down in the market.

4. Other Issues

- 4.1 In assessing the impact of the reforms on the organisation or the public it is difficult to disentangle the reforms themselves from the spending cuts and until these are worked through the picture is incomplete.
- 4.2 However we know services will be more heavily reliant in future on the web and other forms of e-communications and e-delivery. Face to face contact is expensive and the public service needs to shift public expectations in terms of contact. For some sectors of the public this will be welcome change, for others it’s a much more challenging prospect.
- 4.3 The local authority alongside its partners needs to manage services to reduce the demand/reliance on public services, but are the public ready to help themselves? The one front door programme acknowledges that a significant shift needs to take place in public behaviour if these changes are to be effective. This is not just about the organisation changing. For example the provision of online resource directories from which people can purchase their own aids, telecare etc. is a great idea however the elderly may not be aware of what is available or how to access it. The public need to be prepared to use those channels. This requires a significant information campaign.
- 4.4 A reduction in the number of public buildings, more outreach services going to the customer/client. For example the ‘virtual hospital ward’ initiative where your bed at home becomes part of the ward to reduce hospital stays.
- 4.5 The government agenda is for Academies to be the ‘norm’, free schools are simply new schools which are academies. In future the relationship with the local authority will largely be a trading one to the extent that the local authority decides to trade its services. Do we embrace and facilitate or simply let schools decide for themselves?

5. Recommendations

- (1) The Council should move towards a strategic commissioning model of operation and should clarify what this means in practice for the authority. It should also set out the principles and values which will underpin the model.
- (2) There should be a clear vision and transition plan to support the model so that service reconfiguration does not take place in a vacuum and opportunities lost.

- (3) Any proposals for trading, outsourcing, collaborative models should be supported by a proper business case and the key questions in paragraph 2.9 should be answered.
- (4) Proposals for collaboration should be based on what makes sense in service terms and not restricted to specific geographic areas 'Warwickshire' or the sub-region.
- (5) Work should be undertaken to explore the opportunities identified in Section 3

6. Outcomes – Phase One

- 6.1 The above recommendations were accepted by the Overview and Scrutiny Board and Cabinet in January 2011. The Council adopted the move towards a Strategic Commissioning Model as part of the Corporate Business Plan 2011-13.

Phase Two

7 Introduction

- 7.1 The focus of the Group in Phase two was to look at –
 - What needs to be done to move towards a strategic commissioning model?
 - Are we maximising our buying power in the procurement of 'common' goods and services
- 7.2 The Group held four sessions between January and April, one catch –up session, one session to look at the arrangements for procurement and two sessions to look at strategic commissioning, including a session with partners on 18th April 2011.

8. Key Findings

Strategic Commissioning

- 8.1 Strategic commissioning is defined by the Cabinet Office as *“the cycle of assessing the needs of people in an area, designing and then securing an appropriate service.”* To complete the cycle, appropriate monitoring and evaluation of commissioned services is needed to assess whether and how people's needs have been met. Strategic commissioning should be thought of a cycle because it requires continuous review, assessment and improvement to meet the ever changing needs of communities.
- 8.2 Strategic Commissioning does not just mean procurement or outsourcing. It is about a range of behaviours and cultural change as much as deciding non-core and core services. New skills are required – a different set of behaviours from both councillors and officers.
- 8.3 It would mean Members to moving away from involvement in operational service decisions and towards Members providing greater community leadership and making evidence based decisions on how best to allocate resources to improve outcomes.

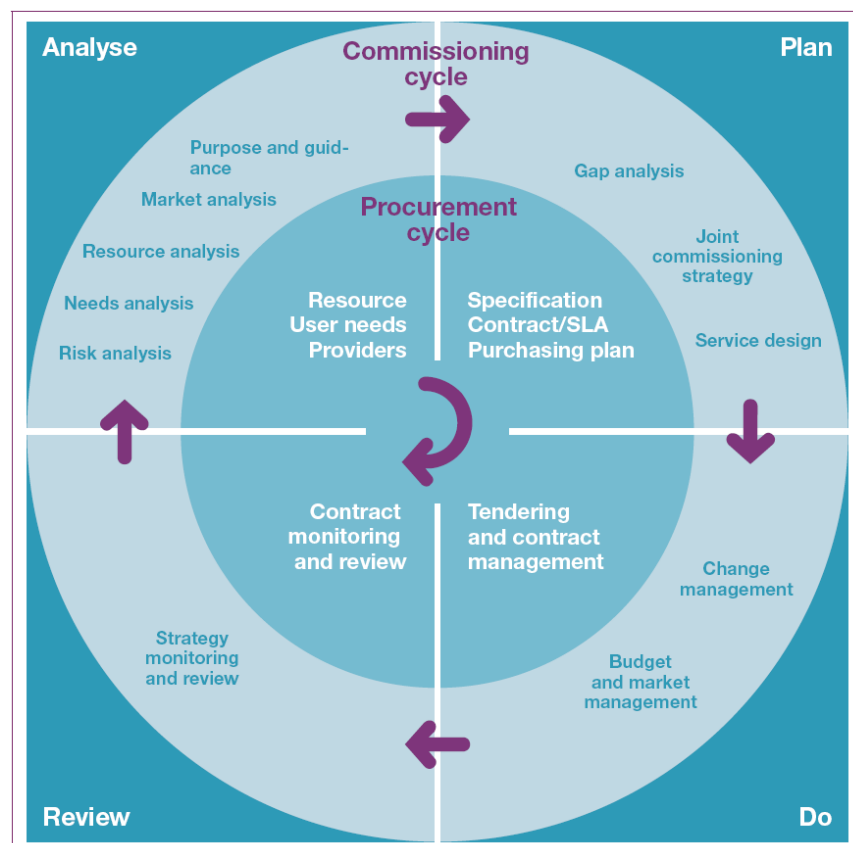
- 8.4 Members would have a key role in setting the vision and direction of the authority by focussing on:
- listening and involving the community;
 - obtaining and feeding back customer and citizen satisfaction
 - engaging community resources
 - prioritisation
 - scrutiny
- 8.5 The dividends of adopting a strategic commissioning model are said to be
- Cash
 - Managing the risk more effectively
 - Reduction in fixed costs – fixed assets
 - Right thing to do – able to take a birds eye view for people of Warwickshire
 - Flexible and responsive
 - Clarity of purpose
- 8.6 Some of the challenges are enabling a cultural shift in member and officer behaviours, workforce capacity and capability, separating decision-making from delivery, redesigning structures and possibly services, balancing competing public interests and needs. These types of changes do not happen overnight and will require a transition plan probably over at least two year period. At the time of writing the Executive were still discussing what the operational model might look like and what might be involved in the transition plan.
- 8.7 In order to reap the benefits the authority needs to understand its costs, ensure it has appropriate information/ market intelligence, and be clear about its offer for the people of Warwickshire. Who is best placed to provide is a separate issue. It is currently expected that all services will have undergone a systematic review by 2014. The benefits and disadvantages of the various models that may be used by a Strategic Commissioning Authority and what others are doing are set out in Appendix 2.
- 8.8 The Cabinet Office sets out seven principles for strategic commissioning i.e.
- **centred on people:** putting local people and communities at the heart of the process, and ensuring that they are engaged in the design and delivery of services so that the outcomes delivered are the ones that really matter to them;
 - **smoother collaboration:** developing a three-way relationship between the client, supplier and service user, based on trust, will create a shared sense of what people want to achieve and some degree of consensus on cause and effect – the things that will allow them to achieve it;
 - **better evidence and deeper analysis:** a whole-needs analysis of populations will better identify service priorities;
 - **clearer outcomes:** clear signposting between outcomes, and identifying clear links with inputs and outputs, will show how they fit into the strategic policy context;

- **improved sustainability:** the sustainable management of services and assets demands a focus on quality and value for money – not lowest cost – so that more is achieved with less in an environmentally friendly way;
- **better dialogue:** early dialogue within client teams, for example, between technical staff (heads of procurement) and strategic staff (chief executives), and between client teams and suppliers, will mean operational programmes are joined-up with strategic policy goals;
- **contractual challenge:** transparent information about the cost and performance of local services will allow authorities to make accurate assessments about whether existing services represent value for money.

8.9 When any transition plan emanates members will need to be assured it is robust and will get the Authority to where it needs to be. Members should assess the plan against these principles to determine whether it is fit for purpose.

9. The Partner Perspective

9.1 The Group used the model below as the focus for its enquiries and discussions with partners and to assess whether there any particular issues which should be borne in mind in developing the strategic commissioning model.



9.2 For most of the public sector agencies strategic commissioning tended to be the direction of travel. However for the police service the focus was more predominately on how we deliver rather than how we commission.

- 9.3 There are some fairly straightforward objectives which all partners can share but then there was a need to drill down in to the detail. Shared objectives became contentious when discussions moved to shared resources and the detail of arrangements. This is something which the Group commented in Phase One.
- 9.4 Effective analysis of the data was considered to be the key to being able to develop meaningful outcomes, knowing what we needed to achieve and the best way to deploy resources. There was concern that there was insufficient capacity to carry out this work effectively—analysts were often one of the sacrifices made to preserve frontline services. However if you don't know what you need to be providing you are not cost effective. Although some sharing of resource was ongoing in terms of analysis through the Observatory it was felt that there was scope for more. For example there were economies of scale if strategic commissioning resources in Health were combined with the local authority
- 9.5 There was a need to align our strategic commissioning cycle with partners particularly in the analysis and planning stages so that we share information in a timely way. This would also aid sharing of resources and capacity. Whilst there was a lot of goodwill in terms of data sharing and protocols, there were still some attitudes which saw information as 'my data' as opposed to 'Warwickshire data.
- 9.6 Another key issue was how do we ensure quality outcomes for service users within a strategic commissioning model if we step back from operational decision-making? Provider self evaluation of service users may not always be good enough. We need to ensure that there are robust systems for service user feedback and information management to ensure the information collected is effectively used.
- 9.7 We should establish arrangements to agree joint outcomes, joint objectives and put in place joint intelligence gathering and analysis. We need to make better use of the information we collect. We should query do we hold and analyse the right data? We should have stronger information management but we should take care not to create an unwieldy bureaucracy in doing so.

10. Procurement

- 10.1 Some five or six years ago the focus of the authority in relation to centralised procurement was to achieve economies of scale focussed around common equipment e.g. stationery, furniture etc. There are now a variety of national and/or regional consortium arrangements which provide opportunities for the Council to purchase these types of common items at preferential terms. The major cash benefits and efficiencies on these types of items were achieved some time ago and are unlikely to re-occur.
- 10.2 The focus has now shifted to strategic – big spend –high risk areas such as social care, property, highways, waste. These are the areas where there is the potential to achieve major savings in the future by collaborative and shared arrangements with other public sector bodies. Big cash savings are usually achieved in the early years, thereafter if you want to reduce costs it is about managing down demand and doing things differently. For example in relation to highway maintenance the focus is to combine with other authorities to maintain a volume of work so we can continue to enjoy the economies of scale we have achieved in the past. It also provides the opportunity for more co-ordinated cross border working.

10.3 It is important that the local authority focuses not just on the price but the whole life cost of the contract. Knowledge management can also be an important factor in reducing costs, for example it is cheaper to leave a fluorescent light on rather than switch it on and off. The lowest price may not always be the cheapest cost. Some of the cost benefits which have been achieved or are expected to be achieved through various types of arrangements include -

National –	Mobile phones - £430k since 2003/04
Sub-Regional –	Highways Maintenance - £800k p.a. from 2011/12 Fostering Framework £135k pa from 2009/10
Consortium –	Library Books £100k since 2009/10; Food £38k pa from 2010-11
Local –	Grounds Maintenance - £500k p.a. since 2009/10 Home to School Transport £850k during 2010/11 Community Homes - £840k between Oct 2010 and Oct 2013

10.2 In 2008/09 the procurement statistics revealed the Council spent approximately £330m per year on bought in goods, services and works. It processed 204,000 invoices (73,000 of these were under £100), and there were approximately 9500 trade suppliers. The new financial system (Agresso) which is currently being implemented seeks to make savings and efficiencies through electronic invoicing. It should also improve our information about spending across the authority. In terms of sharing within the sub-region the picture is mixed as some have Oracle and some Agresso.

10.3 In terms of trade suppliers there needs to be a balance between maintaining competitiveness, market buoyancy and reducing transaction costs, economies of scale. This will vary between markets. Where geography is important to the provision supplier reduction could close down a lot of local suppliers.

10.4 There is a lot of technical expertise leaving the authority at this point in time. This presents both a threat in terms of understanding the nature of services and the costs involved. It also presents opportunities to do things differently. Contract monitoring becomes increasingly important to ensure we achieve the outcomes we want. Ultimately the transformation agenda will drive the future commissioning agenda. What the local authority needs to do more of is

- Activity around demand management
- Contract management to drive improvement
- Changing the culture of the organisation to look at cost not just price
- Market management and market intelligence

11. Recommendations

11.1 The Cabinet should review whether there is sufficient capacity to carry out the data analysis required by a strategic commissioning model and should review with public sector partners whether there are additional resources that could be shared.

11.2 The Cabinet should review with public sector partners whether commissioning cycles can be better aligned particularly around gap analysis and planning phases to ensure we are able to maximise the information we hold and our resources.

- 11.3 The Overview and Scrutiny Board should scrutinise the transition plan to assess whether it is fit for purpose having regard to the seven principles set out by the Cabinet Office and the issues raised by partners set out above.
- 11.4 In developing the strategic commissioning model for the Authority the Cabinet should be alert to the need to strengthen the following around procurement
- Activity around demand management
 - Contract management to drive improvement
 - Changing the culture of the organisation to look at cost not just price
 - Market management and market intelligence

COUNCILLOR JOHN ROSS
Chair of the Public Service Reform Task and Finish Group

Contributors

Appendix 1

Warwickshire Police Authority

Oliver Winters Chief Executive Police Authority

NHS Warwickshire

Rachel Pearce Director of Compliance and Assistant Chief Executive
Paul Maubach Director of Strategy and Commissioning

NHS Warwickshire/Warwickshire County Council

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Young People and Families Directorate

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John Betts Head of Finance

Phil Evans Head of Service Improvement and Change Management

Jane Pollard Democratic Services Manager

Strategic Commissioning Models

Pros and Cons

And

What's happening elsewhere?

Pros and cons of each option

A strategic commissioning authority will use a variety of models

Option	Pros	Cons
A Do nothing/business as usual	<ul style="list-style-type: none"> - Minimal disruption - Existing management approach and structures can be maintained 	<ul style="list-style-type: none"> - Unable to afford to maintain current levels of service provision - Assets redundant as personalisation increases - Hidden costs of personalisation - Inflexible and non-adaptable
B Transfer service provision to a Local Authority Trading Company (LATC)	<ul style="list-style-type: none"> - Trade on LA brand and reputation - Council retains surplus - Reduce LA staffing and corporate costs - LA continues influence over services - Able to be flexible to market needs - Fulfils LA role as Commissioner - Able to trade with all sectors of market - Future company options remain open - Future option to extend range of services 	<ul style="list-style-type: none"> - Potentially bureaucratic - Day to day management outside LA control - Potential conflict between LA and LATC - Ultimate risk resides with the LA
C Transfer service provision to a social enterprise	<ul style="list-style-type: none"> - Able to access alternative funding streams (e.g. future builders) - Risk transferred to a third party - Commercially independent 	<ul style="list-style-type: none"> - Start-up potentially vulnerable - Securing external funding is risky - Performance levels may initially decline during establishment period - Council has limited ability to intervene in the event of failure
D Outsource services to the private sector	<ul style="list-style-type: none"> - Commercially independent - Risk transferred to a third party - Private sector capital and enterprise can boost delivery 	<ul style="list-style-type: none"> - Uncertain market interest and ability to deliver - No opportunity for LA to take advantage of future value in the service - LA loses influence over the services

What are others doing?

<p>Essex County Council</p>	<ul style="list-style-type: none"> • Created Essex Cares Ltd. – Local Authority Trading Company for adult services 	<p>Brighton & Hove Council</p>	<ul style="list-style-type: none"> • Established a corporate commissioning capacity at the centre of the Council to channel resources across the city
<p>Sefton Council</p>	<ul style="list-style-type: none"> • Outsourced finance transactional and information services 	<p>Liverpool City Council</p>	<ul style="list-style-type: none"> • Outsourced public realm services
<p>Lambeth Council</p>	<ul style="list-style-type: none"> • Encouraging community co-operatives to deliver community services 	<p>Birmingham City Council</p>	<ul style="list-style-type: none"> • Established 'Service Birmingham' – joint venture company with Capita • IT investment to drive service efficiencies
<p>Aberdeen City Council</p>	<ul style="list-style-type: none"> • Developing a Local Authority Trading Company for adult services 	<p>Westminster City Council</p>	<ul style="list-style-type: none"> • Outsourced transactional services
<p>South West One</p>	<ul style="list-style-type: none"> • Joint venture company between Somerset County Council, Taunton Deane BC, Avon & Somerset Police & IBM to provide back office functions & customer service 	<p>Glasgow City Council</p>	<ul style="list-style-type: none"> • Established a number of arms length companies to separate service delivery from the corporate core
<p>Nottingham City Council</p>	<ul style="list-style-type: none"> • Creating a social enterprise for the delivery of adult social care services 	<p>West Lindsey District Council</p>	<ul style="list-style-type: none"> • Developed a social enterprise to improve outcomes for young people out of work

AGENDA MANAGEMENT SHEET

Name of Committee Overview and Scrutiny Board

Date of Committee 25th May 2011

Report Title Update Report – Progress on Property Review

Summary The review of property, known as the property rationalisation programme is ongoing. This progress report is an update since the last report presented to this committee on the 5th October 2010.

For further information please contact: Steve Smith
Head of Physical Assets
Tel: 01926 412352
stevesmithps@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)
- Other Elected Members Cllr June Tandy and Cllr Jerry Roodhouse
- Cabinet Members Cllr Hayfield and Cllr Heatley
- Chief Executive
- Legal
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police

Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Overview & Scrutiny Board – 25th May 2011

Update Report – Progress on Property Review

Recommendation

That the progress of the review of property be noted.

1.0 Introduction

- 1.1 At its 5th October 2010 meeting this Committee received its first update report on the progress on Property Review. It was minuted then that this Committee requested regular updates, and this report sets out a concise summary of current progress and highlights issues that this programme of work seeks to address.
- 1.2 The background and context for the Property Review was explained in detail with the report of the 5th October, and is therefore not repeated here.
- 1.3 However, it is worth repeating the very real target that has been set against the review and rationalisation of property. The effective use of the Council's property and its rationalisation is to make a £4.5m contribution to the council's savings plan over the next 3 years.

2.0 Progress

- 2.1 The programme of work is being delivered within a project management structure. A number of documents are used to monitor progress and these are included as follows.

Appendix A – The Savings Plan

The Savings Plan provides a summary of those parts of the property portfolio where work is being progressed so far with the estimated savings and costs as a result of the work. The plan reflects current progress and therefore there will be new projects being added during the course of the property rationalisation programme in order to realise specific savings to meet the overall savings target.

Appendix B – The Work Programme – March to August 2011

The Work Programme provides a summary project by project of activity over the current six month period. Each month denotes whether a project is at its earliest stage of strategic planning (s), the next stage of feasibility (f), or at the final stage of implementation (I).

Appendix C – Internal Communications Timetable

The Internal Communications Timetable describes so far our plans to deliver communications internally to the organisation. This will be built upon as commitments to either retain or vacate buildings are made during the life of the property rationalisation programme.

Appendix D – Risk Management Plan

The Risk Management Plan describes all the significant risks identified by the programme and provides a monitoring tool by which risk action is planned and recorded.

Appendix E – Changing Spaces, Challenging Thinking

This report summarises our approach to deliver changes to the way we work to enable property rationalisation. The allocation of accommodation is to a new and much more efficient space standard and this will require staff and managers to adopt new processes, behaviours and use of technology.

3.0 Issues

Community Ownership or Occupation of Council Assets

- 3.1 The Council's protocol's for this were decided by the 17th February 2011 Cabinet. However, the current consultations on the Council's libraries and youth centres has brought about significant interest from community groups seeking to run their own services, and for the council to transfer or lease property to them with concessions.
- 3.2 Clearly there will be proposals to the consultation from community groups and decisions will need to be taken in the context of the Council's approved budget and the ability to make the savings required of the property rationalisation programme.

Saltisford

- 3.3 We are very conscious that the buildings could be utilised more intensively and this is becoming more evident as we downsize our workforce. We are planning to double the existing number of staff that are based at the buildings, by implementing the revised office accommodation standards and ensuring that staff work in a more flexible way. As plans evolve on the future use of Shire Hall and Barrack Street, it is likely that there will be some movement of staff between the three sites.
- 3.4 The first phase of physical works at Saltisford will be in Building 2 in August, to allow us to vacate a number of leased properties used by Adult Social Care. Once the occupation of this building has been maximised, we will move on to Buildings 1 and 3.

Disposals

- 3.5 The savings plan has an element reliant on timely disposals of surplus property where capital receipts can be earmarked to reduce the borrowing debt of the Council. However the property market continues to be in a state of recovery which is affecting the value and pace of completing certain types of property deals. Officers interpreting the state of the market are advising that the market is patchy in its response to making good value offers for sites, that offers can contain less than favourable conditions and there can be a lack of pace for completing the steps in a transaction. Clearly the Council can choose not to dispose in this kind of market, but as properties become surplus and remain in the Council's ownership, there mounts pressure on the surplus property budget to meet ongoing costs to maintain site security and combat deterioration, and pressure on the ability to deliver timely savings towards the property rationalisation programme .

Report Author: Steve Smith

Head of Service: Steve Smith

Strategic Director: David Carter – Resources Group

Portfolio Holder: Councillor Hayfield

May 2011

**PROPERTY RATIONALISATION PROJECT - SAVINGS PLAN
NON-SCHOOLS PORTFOLIO**

KEY

ITEM	ASSETS	PROJECT	LEAD	OVERALL REVENUE SAVINGS								TOTAL REVENUE SAVINGS	OVERALL REVENUE COSTS								TOTAL REVENUE COSTS	NET SAVING	POTENTIAL CAPITAL RECEIPT				COMMENTS (Property revenue savings identified in brackets.)	MAINTENANCE BACKLOG SAVING (£)				
				PROPERTY REVENUE SAVINGS					REVENUE CAPITAL RECEIPTS				PROPERTY REVENUE COSTS				REVENUE CAPITAL COSTS						2011/12	2012/13	2013/14	2014/15						
				2010/11	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14		2014/15	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14			2014/15									
RESOURCES/CORPORATE PROJECTS (NON-DIRECTORATE SPECIFIC)																																
SP1	Rugby Office Accommodation	Newton and Faraday Halls to be released and sold together with the college. Now looking in detail at the occupiers accommodation requirements. Also reviewing all other WCC office buildings in Rugby. With the move to CYPF and AHCS hub working, certain properties will no longer be required and a greater concentration of staff needed in fewer buildings. The Bloxham Centre in Somers Road is underutilised and AH&CS are keen to vacate completely. Review whether this could become a location for hub working.	Sarah Pell		73.0	172.0				21.0	85.0	24.0			375.0					16.0	2.5			18.5	356.5	830	470			Vacation of Newton & Faraday in 09/11(E145k) with disposal in 12/11. Anticipate additional saving (assumed Bloxham) by vacating in 04/12 and disposal in 09/12, and have estimated savings of £100k. Assumed capital receipt for Bloxham is £470k and £830k for Newton and Faraday Halls combined	594,815	
SP2	Warwick Office Accommodation	Review to identify opportunities to release buildings and make more efficient use of space at Montague Road, Wedgnoek House & Myton Park. Units 33 & 34 Deer Park, Stareton to be released and staff moved to Salford. 39/45 Warwick Road, Kenilworth to be vacated in early 2012. Current thought is to move staff from 16 Old Square to Myton Park, which will facilitate alternative use of this building, although this depends on CYPF hub working plans. Avon Court Bungalow has been vacated to enable redevelopment of site for Care & Choice. Orion House to be released in 2013. Potential relocation of Museum service to Montague Road to allow disposal of accommodation at The Butts. Cleaning service likely to be moved to Wedgnoek House. Opening up of Wedgnoek house Training Rooms will enable various other training rooms to be released at Myton Park and Montague Road.	Janette Becket/John Findlay	7.0	86.0	50.0	61.0							204.0						29.9	30.3	5.7		65.9	138.1					Avon Court Bungalow vacated in 12/10 (E29k) - Asylum seekers team have moved to Brandon House. Deer Park to be vacated in 06/11 - figure in 2008/09 savings spreadsheet of £164k, clearly inaccurate - used £85k figure instead. 39/45 Warwick Road, Kenilworth to be vacated 12/11 (E61k). The Butts to be vacated 09/12 and disposed 06/13 (E29k). £100k of costs needed at Wedgnoek House to facilitate training team moves in 06/11 and £57k to relocate staff from 16 Old Square to new CYPF Hub in 12/11.	66,177	
SP3	Nuneaton/Bedworth Office Accommodation	Warwick House to be released in 2013. Potentially move AHCS staff to Kings House and CYPF staff to Hilary Road, but subject to determining the best overall use of Kings House, including using this as a base for a CYPF and AHCS hub.	Paul Jeffs/Dave Stevenson				261.0							261.0						5.0	61.8			66.8	194.2					Warwick House to be vacated in March 2013 (E281k). AHCS staff to move to Kings House in 12/11 and CYPF staff to refurbished Hilary Road or elsewhere in 12/13.	557,339	
SP4	19 Parkfield Road	Release area office in Dec 10		10.0	28.0									38.0						0.0				0.0	38.0					Vacated 21/12/2010 (E38k)	5,311	
SP6	Various	Progress disposals of those assets which have been declared surplus to WCC requirements. Review Disposal policies so that we have a clear and transparent process for undertaking disposals.	Geoff Taylor / Sarah Wells			75.0	75.0							249.8							99.8	33.3			12.5	237.3		1330			2-22 Northgate Street accounts for £150k of revenue costs, and £1,330k capital receipt. Vacate at 09/12 and dispose at 06/13.	856,125
SP9	Shire Hall/Barrack Street	See move from 2-22 Northgate Street under Various above. Various additional space efficiencies to be pursued. Proposal to move library from Barrack Street will release ground floor space in Barrack Street to accommodate staff from elsewhere, leading to an efficiency yet to be determined.	Paul Jeffs/Julian Humphreys											0.0										0.0	0.0					Space planning of Shire Hall underway. Costs of adapting Shire Hall, relocating library to Shire Hall and reconfiguring Barrack Street ground floor are ringfenced capital funded and do not form part of this project (Costs estimated at £3,000,000 with programme starting at 04/11 and completing at 09/12). Receipt of 2-22 Northgate Street in SP 6 above.		
SP11	All properties with public front doors	One Front Door project: Resources in each locality will be focussed on assets capable of acting as a 'universal front door' to a wider range of council and community services	Kushal Birla											0.0										0.0	0.0		Potentially various buildings			Assume that rationalising 'front doors' could provide revenue savings but these are not quantifiable at this stage.		
SP51	Vacant property disposal	3, George Street, Bedworth (1229)								8.4																84				Sale of former Highway Improvement land.	0	
SP52	Vacant property disposal	Former 7, George Street, Bedworth (1244)								6.4																64				Sale of former Highway Improvement land.	0	
Resources/Corporate Totals				17.0	187.0	297.0	397.0	0.0		35.9	85.0	123.8	33.3	1,127.8	0.0	0.0	0.0	0.0		50.9	100.6	12.2	0.0	163.7	964.0	979	470	1,330	0	2,079,767		
ADULT HEALTH & COMMUNITY SERVICES																																
SP16	Premises used for luncheon clubs (c30 premises for luncheon clubs)	The implementation of a new meals contract with the Community Meals Service is enabling the release of c.30 premises currently used as luncheon clubs. The current arrangements will cease at the end of September 2010 saving £41,000 per annum in rent/licence fees.		20.0	21.0									41.0										0.0	41.0					Vacated in 09/10 (E41k).		
SP17	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Ramsden Resource Centre to be closed and service users transferred to Freeway.			16.0	17.0								85.5										0.0	85.5		525			Assume closure of Ramsden Centre in 09/11(E33k) and disposal in 12/13 with capital receipt of £525k.	33,336	
SP18	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Barnsley Court will be released as part of the Atherstone Civic Centre moves.	Estates		10.0	3.0								13.0						1.1				1.1	11.9					Lease expires 05/11. We will vacate at lease expiry (E13k), moving to Civic Centre once refurbished. Cost of moving included in SP 13. Rental of £9000 not included in costs spreadsheet.	4,891	
SP19	Day Care, Home Care and Phase Care (8 Day Centres)	185 Drayton Avenue will be sold to current occupiers (Springfield Mind)	Mark Treadwell		10.0	31.0				10.0	30.0			81.0										0.0	81.0	400				Capital receipt for Drayton Avenue estimated at £400k at 12/11 (E41k).	48,858	
SP20	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Adult Social Care Hub project: will reduce office base's down to 2 (probably Kings House & Salford) and allow the release of Alcester Turnpike Gate House, Atherstone Warwick House and Orion House.	Christine Renshaw		36.0	136.0	333.0	100.0						505.0						4.2	35.1	29.6	4.5	68.8	436.2					Alcester Turnpike Gate House lease expires 09/11 (E73k) and have break clause on Atherstone Warwick House lease in 06/12 (E150k). Orion House lease expires 06/13 - expect to move to Salford although will need alternative base for AHCS Social Work hub. Costs spreadsheet for OH clearly wrong so have used 400k.	184,188	
SP48	Vacant property disposal	121 Edward Street, Nuneaton (1269)	Janette Becket																											Property handed back to landlord at 17/12/2010. Agreed with landlord no dilapidations. Externally funded, no direct costs.	13,523	
SP49	Vacant property disposal	1 Donnington Avenue, Nuneaton (1300)	Sarah Pell																											Due to vacate at 28/01/11. Initial landlords dilapidations schedule costed at £1.3k.		
AH&CS Totals				20.0	93.0	187.0	333.0	100.0		10.0	82.5	0.0	0.0	725.5	0.0	0.0	0.0	0.0		5.3	35.1	29.6	4.5	69.9	655.6	400	525	0	0	284,796		
CHILDREN, YOUNG PEOPLE & FAMILIES																																
SP28	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Youth Justice Service moving to Leamington Justice Centre from 12 & 16 Hamilton Terrace. These leased properties will be surrendered.			28.0	84.0								112.0	28.0	84.0								112.0	0.0					Annual contribution to the Leamington Justice Centre now determined as £116,560 however additional budget allocated to cover the extra. Properties vacated 17/12/2010 (16 Hamilton Terrace £50k, 18 Hamilton Terrace £62k).	31,763	
SP29	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Stratford: consolidation of Children in Need teams to one office location (either Arden House or The Courtyard) enabling the release of 8 Rother Street, a leased building that is not capable of adaptation to meet the corporate office accommodation standards. Potential release of an expensive lease at Arden Court to follow and possibly the Salford Centre. Release of The Grange, Southam, with staff moving to Arden House.	Janice Ogden & Ian Dawson			197.0								197.0	50.0	26.0				4.4	2.1			82.5	114.5					8 Rother Street costs £71k will be released at 03/12. Costs of first floor Arden House likely to be £70k. Release of Arden Court in 3/12 - costs of £76k, although will need to find space for an Adult & Community Learning team which also occupy Arden Court. Relocation costs from Arden Court of £18k. The Grange vacates at 03/12 (E50k).	18,381	
SP50	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Brandon House, L Spa, Lease break to be exercised in June 2011. Asylum Seekers Team to relocate to Holly Walk House or to another property yet to be identified.	Peter Harpur		31.0	11.0								42.0						2.0	1.0			3.0	39.0					Asylum Seekers Team to relocate to other property to be confirmed. Vacation of Brandon House at 06/11 (E42k).	0	
SP31	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Hub working: review of service delivery model to operate from 6 hubs plus spokes. This should facilitate the vacating/disposal of the majority of CYPF office portfolio. Already allowed for Orion House under AHCS.	Janice Ogden			327.0								327.0										61.1	265.9					Costs and savings based on the following properties Holly Walk (E70k), Myton Park (E109k), Beada House (E57k), Hilary Road (E53k) and Arden Hill (E57k). Brandon House, Orion House and 16 Old Square are allowed elsewhere. Capital receipt values still awaited.	531,502	
CYP&F Totals				28.0	115.0	535.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	678.0	78.0	110.0	0.0	0.0		6.4	64.2	0.0	0.0	258.6	419.4	0	0	0	0	581,646		
FIRE & RESCUE																																
Fire & Rescue Totals				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	

PROPERTY RATIONALISATION PROJECT - SAVINGS PLAN
NON-SCHOOLS PORTFOLIO

KEY

- Disposal opportunities with a high degree of certainty
- Disposal opportunities being worked up by Directorates & Resources
- Potential disposal opportunities subject to extensive service review

ITEM	ASSETS	PROJECT	LEAD	OVERALL REVENUE SAVINGS								TOTAL REVENUE SAVINGS	OVERALL REVENUE COSTS								TOTAL REVENUE COSTS	NET SAVING	POTENTIAL CAPITAL RECEIPT				COMMENTS (Property revenue savings identified in brackets.)	MAINTENANCE BACKLOG SAVING (£)	
				PROPERTY REVENUE SAVINGS				REVENUED CAPITAL RECEIPTS					PROPERTY REVENUE COSTS				REVENUED CAPITAL COSTS						2011/12	2012/13	2013/14	2014/15			
				2010/11	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14		2014/15	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14									2014/15
CUSTOMERS, WORKFORCE & GOVERNANCE																													
				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
ENVIRONMENT & ECONOMY																													
				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0
				65.0	395.0	1,019.0	730.0	100.0	45.9	167.5	123.8	33.3	2,631.3	78.0	110.0	0.0	0.0	62.5	199.9	41.8	4.6	492.2	2,039.0	1,378.5	995.0	1,330.0	0.0		2,946,209
Total Saving Required																													
Balance Still to Find (From projects not quantifiable at this stage)																													

NOTES

1. Comments regarding the Capital Valuations can be found on the Disposals tab.
2. Revision 5.1 - change in item column numbering with pref 18.11.2010
3. Costs and savings in year 2014/15 (greyed out) are shown as arising but are not included in the savings plan as they fall outside the project dates. 25.01.2011.

Property Rationalisation Project - Draft Work Programme - March - August 2011

Key:

S	Strategic Phase
F	Feasibility Phase
I	Implementation Phase

Priority	Sub-projects	Year	2011						Savings/comments
		Month	March	April	May	June	July	August	
1	SP18. Barnsley Court Vacate Barnsley Court in May and move ACL team to Warwick House								
2	SP10. Saltisford Max out Building 2 to incorporate staff from Deer Park and create capacity for additional relocations (see also priority 6 below) Determine best utilisation of Saltisford in light of CYPF Warwick LDC moving elsewhere and Adult Access First Tier moving to Shire Hall								
3	SP9. Shire Hall/Barrack Street Progress space planning to fill Shire Hall including relocating 2-22 Northgate Street staff Progress plans to move Library from Barrack Street to Shire Hall								
4	SP29. CYPF accommodation in Stratford Complete negotiations to lease the whole of Arden House as a CYPF LDC, and plan & implement the move of staff								8 Rother Street & Arden Court will be released
5	SP34. Fire & Rescue Service Progress options for the upgrading of Alcester Fire Station Progress potential disposal of Leamington Fire HQ and its redevelopment elsewhere								
6	SP2. Warwick/L Spa Office Accommodation Review Vacate Deer Park and transfer staff to Saltisford Explore options for CYPF LDC in Warwick/Leamington Vacate Brandon House and relocate staff to Myton Park/Saltisford Move ACL Warwick team from Orion House to Wedgnoek House Complete feasibility study into opening up Wedgnoek House training rooms to wider use, then move to implementing the changes Review storage needs at Wedgnoek warehouse and Montague Road and implement changes Undertake space utilisation to determine scope for moving Museum Field Services from The Butts to Montague Road or alternative location, and Cleaning to Wedgnoek House								Deer Park can then be released. Release Brandon House lease Will release training space at Myton Park and Montague Road Will release space at Montague Road Capital receipt for Butts site
7	SP1. Rugby Office Accommodation Review Complete review of existing premises and agree options, including site for a CYPF LDC, then implement early proposals Take report to Cabinet declaring Newton & Faraday Halls surplus, then commence plans to move the staff								Likely to release one or two properties Newton and Faraday Halls can then be sold together with the college.
8	SP3. Nuneaton/Bedworth Office Accommodation Review Review the best use of Kings House moving forward, together with other accommodation in Bedworth, including exploring the needs for a CYPF LDC/Satellite and AHCS social care base, then implement the solution Explore options for creating a CYPF LDC in Nuneaton Relocate CYPF team from Warwick House to Hilary Road								
9	SP30. Youth Centres Work with Peter Hatcher to determine plans for each centre Progress the disposal of Coleshill Youth Club								Capital receipt

10	SP20 & SP31. Adult Access & CYPF Local Delivery Centres LDC's are also covered in SP 1, 2, 3 & 29								
	Explore options for creating an LDC hub in Atherstone	S	S	S	F	F	F		
	Work with AHCS to confirm their property requirements and identify options	S	S	S	F	F	F		
11	SP35. Libraries Continue to assist the Library Service in determining what to do with buildings which are surplus to requirements	S	S	S	S	S	S		
12	SP19. 185 Drayton Avenue Take report to cabinet declaring surplus and sell to Springfield Mind	I	I	I	I	I	I	Capital receipt	
13	SP6. Surplus assets Progress disposals where prudent to do so	I	I	I	I	I	I		
14	SP12. Unused/underutilised land Continue a thorough review of all areas of land held within the portfolio	S	S	S	S	S	S		
15	SP13. Co-location opportunities Continue to work with NWBC regarding our use of the Council House as we rationalise our existing office accommodation in Atherstone	F	F	F	F	F	F		
	Complete the feasibility studies in to the proposed developments at Kenilworth and Southam	F	F	F	F	F	F		
16	SP15. Leases to external bodies Review all leases where there is no specific Directorate/Service interest in the use of the property. Determine whether it is prudent for WCC to retain an interest in the asset.	S	S	S	S	S	S		
17	SP17. Ramsden Resource Centre Determine what to do with the building & report to Cabinet	I	I	I	I	I	I	Ramsden Centre will be released	
	Work with AHCS on timing of closure and move to Freeway	I	I	I	I	I	I		

Internal Communications Timetable

Date	Message	Channel	Action required
Nov/Dec 2010	General Intro to Property Rationalisation	W4W	DONE
3/3/11	General intro to PR signpost to Intranet launch	Core Brief	DONE
Distributed from 14/3/11	Explaining three stages to Prop Rat	W4W	Done
w/c 4 April	Themed week – different subject each day M - General Intro incl. quotes from snr officers endorsing PR. Formal launch of Intranet area, and prp@warwickshire.gov.uk email for feedback. T- Handling change W – Records mgmt/storage issues/office accomm standards Th – ICT Training F – Focus on an element of PR that is underway, and safe to talk about e.g. Saltisford 2. Launch blog.	Intranet homepage	<ul style="list-style-type: none"> • Source content for daily articles from project group. • Develop and populate blog with content, this will need to be ongoing.
w/c 18/4/11	Update on projects underway? Saltisford 2/Development of LDCs	W4W	
28/4/11	Reminder of blog and recent updates	Intranet article	
12/5/11		Core Brief	
w/c 16/5/11	Case Studies – MFW?	W4W	
23/5/11		Intranet article	
w/c 20/6/11		W4W	
28/6/11		Intranet article	
7/7/11		Core Brief	
25/7/11		Intranet article	
31/8/11		Intranet article	
w/c 19/9/11		W4W	
28/9/11		Intranet article	
6/10/11		Core Brief	
w/c 17/10/11		W4W	
25/10/11		Intranet article	
w/c 21/11/11		W4W	
21/11/11		Intranet	
5/12/11	End of year progress report – looking ahead to 2012	Core Brief	
14/12/11	End of year progress report – looking ahead to 2012	Intranet	

Suggestions welcomed from project team on focus for articles and features

Risk Reference	Corporate Objective	Directorate Key Aims	Risk Owner	Review Date	Opportunity/Threat	Risk Category	Risk Description			Gross Risk Rating (Without risk action)			Risk Action	Net Risk Rating (Considering risk action)			Further Risk Action	Risk Action Owner	Target Date													
							Cause	Risk (Uncertainty)	Effect	P	I	Score		P	I	Score																
1	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Directorates do not identify sufficient opportunities to release assets at all, or within timeframe expected to allow properties to be rationalised.	Delay or non delivery of rationalisation of part of the programme.	Revenue savings target not met	4	4	RED	Directorates have completed Asset Management Plans and Contribution Statements identify rationalisation opportunities	3	4	RED	Pressure bought to bear from Project Board & Members onto Directorates. SAMF to provide challenge to Directorates. Meet with each Head of Service to identify and encourage rationalisation opportunities. Pushing the New Ways of Working Workstream.	Steve Smith / David Soanes	30/09/2011													
									Directorate discontent with lack of fairness in approach to applying rationalisation and accommodation standards.																							
2	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Directorates do not accept the rationalisation opportunities put forward by Rationalisation Strategy Team.	Delay to rationalisation programme.	Revenue savings target not met	3	4	RED	Good working relationships cultivated with Directorate Property Officers and reviews undertaken in a consultative manner	2	4	AMBER	Pressure bought to bear from Project Board & Members onto Directorates	Steve Smith	30/09/2011													
									Perception of being able to bend the rules by directorates as a 'special case'.																							
									Directorate discontent with lack of fairness in approach to applying rationalisation and accommodation standards.																							
3	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Resource Management	Lack of staff resources to pursue rationalisation opportunities	Delay to rationalisation programme or have to cut corners.	Revenue savings target not met	4	4	RED	Project Manager has emphasised the need for sufficient resources in the Project Initiation Document	3	4	RED	Head of Physical Assets (and other Service Heads, where appropriate) to allocate sufficient resources to the project Set out clear prioritised project action plan with timescales and resource requirements Project Manager to press for additional Space Planning and Change Management resources to be dedicated to the project.	Steve Smith	30/11/2010													
									Remaining staff have to take on more workload.																							
									Unrealistic expectations raised about what can be achieved and by when - at both Board level and sub-project level.																							
									Loss of reputation & confidence Loss of morale for those involved.																							
4	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Political	Political unwillingness to make difficult or unpopular decisions to close assets	Delay to rationalisation programme or loss of opportunity to make a saving.	Reduced or delayed revenue savings	3	4	RED	Members have been made aware of the scale of cuts required	2	4	AMBER	Ensure Members are fully aware of the consequences of their decisions	Steve Smith	30/09/2011													
									Replanning resources as a result of delay - could take longer to get job done,																							
									Public criticism for lack of decision.																							
5	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Financial	Lack of revenue and possibly capital to facilitate more efficient use of retained assets	Inability to achieve more efficient use of retained assets (People, Property, Technology).	We perpetuate the old way of working.	4	4	RED	Capital bid submitted by Project Executive	3	4	RED	Press Finance on how sufficient revenue funding to be made available. Consider options for re-use of furniture Consider sale and leaseback in certain cases	Steve Smith	31/05/2011													
									A sub-optimal solution (cheaper) identified to get around funding problem.																							
6	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Financial	Government intervention (e.g. the proposed closure of Libraries on the Wirral which was blocked by the government)	Not able to rationalise elements of the portfolio as planned.	Reduced revenue savings.	3	4	RED		3	4	RED	Service awareness	Service Managers	30/03/2011													
									Revenue savings target not met																							
7	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Negative public response to asset closure proposals	Delay to rationalisation programme, or possible abandonment of certain proposals.	Reduced or delayed revenue savings	4	3	RED	Consultation exercises to give the public the opportunity to comment on proposals and Members explaining the overall benefits	3	3	AMBER	A more proactive communication plan to emphasise the positive impacts of the rationalisation	Sarah Ansell	30/06/2011													
									Loss of reputation, bad press.																							
8	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Market conditions for property disposal.	Inability to dispose of assets	Reduced or delayed revenue savings	4	4	RED	Self imposed moratorium on asset sales lifted, and asset sales progressing where a reasonable price can be obtained	3	4	RED	Consider alternative methods of disposal	Geoff Taylor	30/06/2011													
9	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Opportunity	Financial	Favourable market conditions to acquire good quality assets	Increased opportunity to acquire suitable building to support property consolidation.	Facilitates the disposal of unsuitable costly assets thereby delivering revenue savings	1	2	GREEN	Exploration of opportunities for collaborative working with partners	2	2	AMBER	Consider this as an option where relevant in rationalisation discussions	David Soanes	30/09/2011													
10	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Problems in gathering data	Delay in centralising property budgets	Reduced ability to take a corporate approach to property solutions.	3	3	AMBER	Finance Projects group are working with FSM's to sort out codes and budgets	2	3	AMBER	Priority and importance of this to be emphasised by SDLT	Steve Smith	30/04/2011													
							Lack of co-operation from Directorates																									
11	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Insufficient or unreliable property related data.	Inability to make informed decisions.	Ineffective monitoring leads to ineffective use of buildings.	3	3	AMBER	Work continuing on Fit for Purpose reviews, suitability surveys, condition surveys, clarifying revenue budgets	2	3	AMBER	Continue to improve data quality	Rebecca Dawson	30/06/2011													
																	Gathering metrics as part of each sub-project	Sub-project co-ordinators	30/09/2011													
12	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Management Systems	Lack of Records Management resource is causing backlog in off site archive storage, and delivery mechanism immature.	Inability to maximise building effectively according to accommodation standards.	Using valuable office space for records storage.	4	3	RED	Additional capacity procured through external records management company	3	3	AMBER	Identify where additional resources can be found	Craig Ferguson	31/05/2011													
																	Records Management to develop training course.	Craig Ferguson	30/06/2011													

Risk Reference	Corporate Objective	Directorate Key Aims	Risk Owner	Review Date	Opportunity/Threat	Risk Category	Risk Description			Gross Risk Rating (Without risk action)			Risk Action	Net Risk Rating (Considering risk action)			Further Risk Action	Risk Action Owner	Target Date
							Cause	Risk (Uncertainty)	Effect	P	I	Score		P	I	Score			
13	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Organisational Behaviour	MFW not fully implemented e.g. home working guidance, allowances, operating protocols not in place.	Unable to work in new ways.	More office space required than necessary. Potential service delivery improvements not made.	4	3	RED	MFW toolkit case studies	3	3	AMBER	Work with Sue Evans to advance the work further	Clare Woodhead / Sue Evans	30/06/2011
14	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Opportunity	Management Systems	Increased use of EDRMS and intelligent scanning solutions.	Reduced office storage requirement	Releasing valuable office space. Free workers from constraints of office, enabling new service delivery models.	1	1	GREEN	Development of Office Accommodation Standards which limit the amount of on-site storage space	2	2	AMBER	Ensure compliance with the Office Accommodation Standards. Push the take up of EDRMS	Paul Jeffs Clare Woodhead	30/06/2011
15	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Organisational Behaviour	Slow culture change for empowerment and trust.	Ineffective use of buildings.	Reduced or delayed revenue savings. Managers not embracing NWOW opportunities to reduce space requirements and improve service delivery.	3	3	AMBER		2	3	AMBER	Work with Sue Evans & Tracey Sampson to advance the work further	Clare Woodhead / Sue Evans / Tracey Sampson	30/06/2011
16	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Resource Management	Greater pressure on availability of WCC parking provision in key locations meaning teams reluctant to relocate to buildings such as Saltisford and Kings House	Delay to rationalisation programme	Revenue savings target not met/ Directorate discontent	3	3	AMBER	No action taken as yet to deal with this	3	3	AMBER	Review of parking policies	Steve Smith	31/04/2011
17	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/06/11	Threat	Financial	Transfer of assets to other organisations (third sector, schools, community groups) rather than dispose for capital receipt	Loss of opportunity to maximise receipt	Revenue savings target not met.	4	3	RED	No action taken as yet to deal with this	4	3	RED		David Soanes	30/06/2011

Changing Spaces Challenging Thinking

Whilst the process of property disposal can be viewed as relatively mechanical, making the most effective use of the retained portfolio is far more complex, as process, policies, tools and human interaction are combined with the work location. Challenging thinking about the way we work is required, along with encouragement of creative and innovative solutions to the way we've traditionally delivered our services.

The introduction of more flexible working and shared workspaces are non-negotiable aspects of the property change programme. The foundations of successful flexible working rely on trust, empowerment and managing by outcomes.

It is recognised that wide-scale cultural change cannot be achieved overnight, and neither is there a magic 'one size fits all' flexible working prescription that can be administered. Whilst in the short term imposed change ("Just Do It") might feel an attractive option, the risks of disempowering managers and staff are great, leading to resentment, complacency and uncreative responses, all of which would almost certainly impact on service delivery. The property rationalisation team will be seen in a negative light, and the spirit of cooperation will be diminished, with the potential for escalation of disagreements to senior management on a regular basis – causing delays to the overall programme.

The recommended approach (as designed by the OD community) seeks to embrace the principles of excellent change management, but equally recognises the pressing timescales. The approach utilises existing support mechanisms and resources. It expects managers to become the change agents for their teams, leading change and being responsible for making it happen. This aligns with the role of a manager as outlined in Managing for Warwickshire and is similar to approaches in other organisations who have successfully implemented flexible working (e.g. BT, Hertfordshire CC). It expects all staff to take individual responsibility for contributing ideas and suggestions for new ways of working via a team based approach. It provides signposting and help to those managers that need more support to take the change forward.

The approach starts with a managers half day seminar 'Changing Spaces Challenging Thinking' facilitated by a HR Business Partner and their team, along with Modern and Flexible Working (MFW) resources. The seminar follows an appreciative inquiry approach - it provides clear messages about why we need to change, examines the benefits of flexible working and using office space more effectively, looks at the perfect model and what actions are needed to move forward. It is outcomes focused, and each manager has 2 immediate actions to implement as a start towards this change. The seminar is then followed up a few weeks later with a practical and positive discussion about the detailed changes needed for Property Rationalisation to occur so that the team can work within their new allotted workspace. Managers are then expected to manage their team action plan to make this happen, but can tap into resources to help such as Bite Sized learning on managing change, the MFW toolkit and the support of various networks – Learning & Development, Organisational Development, New Ways of Working Support, etc.

APPENDIX E

The half day investment will set the scene for a positive engagement with the rest of the property rationalisation process – working together on a common goal – which in theory should lead to less disputes and progression of the overall plan. It also provides the following benefits:

- A consistent message delivered to managers about the Property Rationalisation imperative, including clarification of what's not negotiable, and more importantly what managers can control and influence ;
- A consistent message about what MFW is and isn't – including corporate messages about empowerment, trust and managing by outcomes, and 'permission' to implement MFW;
- A shared approach to achieving property rationalisation – gaining support and buy in from managers at all levels of the organisation;
- A safe environment for managers to network with each other, explore options, share stories and experiences and create solutions;
- Permission for managers to lead on the change with their teams – they understand their service delivery better than anyone, and they are in the best position to challenge traditional models;
- It uses existing support networks including the HR Business Partners to support service areas in implementing change;
- It expands the MFW Toolkit with best practice and shared success stories which will give encouragement to other teams;

Some of the steps to change will be delivered over a short timescale – such as the ability for the team to operate within their revised space allocation. Other steps will be achieved over a longer time period – perhaps a process change initiative, but all will contribute towards the achievement of property rationalisation savings and ensure service delivery continues and is strengthened where opportunity exists to do so.

The model is currently being used for the Saltisford 2 Exemplar. 30 managers have been invited to attend one of 4 seminars. Overall there was a very positive engagement from all managers with a 'can do' attitude and an enthusiasm to get started. Areas which have previously been regarded as very traditional have embraced the challenge and already started to implement steps such as de-cluttering filing, questioning why certain activities are undertaken in a particular way, and introducing clear desk policies. Several managers have volunteered to be case studies so that their experiences and knowledge can be shared with other WCC managers via the MFW Toolkit. During May, meetings with managers will be held to discuss the detail of the office moves in relation to the Saltisford 2 Exemplar, and these are expected to follow the positive culture created by the seminar.

Accepting the model is in the early stages of rollout, so far it has proved to be effective. It is recommended to run the seminar as part of the initial engagement with managers when a particular building is targeted for property rationalisation. This sets the scene and creates an environment for collaboration on the shared goal of using office space more effectively, and gives time for managers to engage with their teams. All Heads of Service should support the delivery of the seminars to managers, particularly to those teams who will be part of Property Rationalisation this financial year.

Clare Woodhead
New Ways of Working Support Team Manager
11 May 2011

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board

Date of Committee 25TH May 2011

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

Summary The Overview and Scrutiny 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: Michelle McHugh
Overview and Scrutiny Manager
01926 412144
michellemchugh@warwickshire.gov.uk
No.

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

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) N/A
- Other Elected Members Councillors Chris Saint, Les Caborn, Mike Doody, June Tandy, John Whitehouse
- Cabinet Member For information Councillors: Colin Hayfield, Peter Butlin, Martin Heatley.
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Strategic Directors David Carter, Strategic Director for Resources Group

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

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

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

Agenda No 6

Overview and Scrutiny Board – 25th May 2011.

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

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

The Children and Young People OSC are re-submitting the proposal for a Task and Finish Group in relation to Post-16 Transport for the Board's consideration. The proposed scope is attached as Appendix B.

2. Scrutiny Reviews Progress Report 2010/11

Topic	Reports to Parent Committees	Progress and Comments
Hawthorn Ward	Health OSC 1.07.2010	Recommendations referred to PCT and NHS Partnership Trust. Recommendations accepted.
School Exclusions	Children & Young People OSC 8.9.2010	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 consultation	Adult Social Care & Health OSC 12.10.2010	Recommendations were endorsed by ASC&H OSC on 12.10.2010 and forwarded to Warwickshire PCT and UHCW
Ante Natal and Post Natal Services for Teenage Parents	Adult Social Care & Health OSC 8.12.2010	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 29 th June 2011	Report being finalised – reporting to OSC on 29 th June
Supporting the local economy	Communities OSC 30th June 2011	Three meetings so far. Site Visit on 11 th May, following which an additional meeting will be held to develop recommendations.

Waste Disposal	Communities OSC 31 ST August 2011	Following meetings have been arranged: 13 th May – pre-meeting Waster Management Industry Day 17th June - Waste Management Industry Day 21st June - Scoping meeting Other meetings will be arranged following the scoping meeting
Quality Accounts	Adult Social Care and Health OSC – 7 TH June	A briefing will be held on 25 th May for members, with the Quality Accounts being presented to OSC on 7 th June
Maternity Services	To be confirmed	Waiting for NHS Warwickshire to confirm timescales for this consultation, the consultation is likely to start in the Autumn.
Older Adult Mental Health Services	To be confirmed	CWPT have confirmed that this consultation will commence at the end of May. Initial meeting of the Task and Finish Group is currently be organised for beginning of June.

Report Author: Michelle McHugh

Head of Service: Greta Needham

Strategic Director: David Carter

Portfolio Holder: N/A

Agenda Item No 6 - Appendix A

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

APPENDIX B

Proposed Scrutiny Review Outline

Review Topic (Name of review)	Post 16 Transport
Panel/Working Group etc – Members	TBA
Key Officer Contact	Nick Williams, Kevin McGovern
Relevant Portfolio Holder(s)	Cllr Heather Timms
Relevant Corporate/LAA Priorities/Targets	Raising educational attainment and improving the lives of children, young people and families
Timing Issues	Start no earlier than January 2012 to enable an assessment of the 2011/12 changes which are due to commence from September 2011.
Type of Review	Select committee style
Resource Estimate	This review if commissioned is likely to take somewhere between 1-2 months to complete the review i.e. up to having an agreed final report ready for submission to committee,. A provisional estimate of scrutiny officer support is between 90 to 120 hours or 15 -20 days depending on the actual methodology used by the review. This assumes a review planning meeting, select committee, meeting to develop conclusions and recommendations, includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
Rationale (Key issues and/or reason for doing the review)	The medium term savings plan agreed as part of the 2010/11 revenue budget resolutions assumes savings over 3 years of £1.3M [£379000 in 2010/11, £550,000 in 2011/12 and £371,000 in 2012/13]. The Children Young People and families OSC received a report on 23 June 2010 on the policy changes necessary to achieve the savings target. Concern was expressed about the impact on the education and achievement of children and young people, particularly in rural areas, and the consequent impact on providers. The medium term savings plan agreed as part of the revenue budget 2011/12 set out cumulative savings of £1.087M [2011/12], £2.614M [2012/13], and £3.114M [2013/14]. Cabinet on 14/04/2011 approved changes in policy for the 2011/12 academic year (from September 2011) The focus of the review is to assess the impact of the changes on the opportunities for education and achievement of young people, particularly those in rural areas.

<p>Objectives of Review (Specify exactly what the review should achieve)</p>	<ul style="list-style-type: none"> ∅ Assess the impact of the changes in Post 16 Transport policy on the attainment/educational opportunities for young people, particularly those in rural areas ∅ Consider proposals for the future funding of the service and any further policy changes. ∅ Assess the implications and impact of any future service/policy changes
<p>Scope of the Topic (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review: Seeking views of</p> <ul style="list-style-type: none"> • Heads of rural schools from which significant numbers of pupils leave at age 16 and travel somewhere else for post-16 courses • Colleges to which pupils travel • Yr12 students at Colleges • Parents of Yr 11 students in rural schools <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> •
<p>Indicators of Success – Outputs (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> • Recommendations accepted and implemented •
<p>Indicators of Success – Outcomes (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> • No significant adverse impact on the opportunities for education and attainment for young people.
<p>Other Work Being Undertaken (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board
Date of Committee 25 May 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:

Jane Pollard Democratic Services Manager Tel: 01926 412565 janepollard@warwickshire.gov.uk	Ann Mawdsley Principal Committee Administrator Tel: 01926 418079 annmawdsley@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 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 – 25 May 2011

Work Programme 2011

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 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.

Final Revenue Outturn Report

To inform Members of the Final Revenue Outturn position for the County Council for 2010/2011

Capital Programme Variations and Capital Review

Following the decision of County Council in December 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million. Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that we cannot anticipate specific variations in advance.

2010/11 Savings Plan Outturn

To inform Members of the level of savings achieved against the 2010/11 savings target.

2010/11 Capital Outturn

The report details the 2010/11 capital spending and how it has been financed. The report shows how capital spending has changed since the third quarter monitoring report to Cabinet on 27 January 2011 and asks Cabinet to comment on variances against the Quarter 3 forecast.

Full Year 2010/11 Corporate Performance Report

To inform Members of the final Year End Corporate Performance Results for the full year 2010/11

Cabinet 14/07/2011

Capital Programme Variations and Capital Review

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.

3. Dates of Future Meetings

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

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

Report Author(s):	Jane Pollard/Ann Mawdsley
Head(s) of Service:	Greta Needham
Strategic Director(s):	David Carter
Portfolio Holder(s):	Cllrs Hayfield, Heatley

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
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									
	Treasury Management Monitoring Report 2010/2011	(quarterly update)	√								
	O&S Board Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)										
28 Sept 2011	Questions to the Portfolio Holders			√							
	Progress Report on Transformation of WCC	Progress report on changes made to the organisation									

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
	O&S Board Work Programme (Jane Pollard)										
	Proposals for Task and Finish Groups (Jane Pollard)										
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)		√								

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
28 Mar 2012	Questions to the Portfolio Holders										
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										
	Staffing - a report to go to each Overview and Scrutiny Committee with information relevant to the remit of that Committee, followed by a report to the Board.										