

Overview and Scrutiny Board

14 September 2011

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **WEDNESDAY, 14 SEPTEMBER 2011** at **2.00 p.m.**

The agenda will be:

1. General

(1) Apologies

(2) Members' Disclosures of Personal and Prejudicial Interests

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

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

(3) Minutes of the meeting of the Overview and Scrutiny Board held on 20 July 2011

2. 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.

3. 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 Alan Farnell, Leader, Colin Hayfield, Customers, Access and Physical Assets, Councillor Martin Heatley, Improvement and Workforce, Councillor David Wright, Finance, Governance and IT) 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.

4. Refocusing our approach to Resourcing our Priorities

A robust approach to planning our business should be at the heart of all we do ensuring that our effort and resources are targeted on our priorities. This paper establishes an approach to develop a Strategic Delivery Plan for the Organisation including Medium Term Financial Planning and the Budget.

Recommendation

The Overview and Scrutiny Board are recommended to:

- Note the revised approach to planning for the Organisation approved by Cabinet on the 14th July.
- Note work underway to reframe the Performance Management Framework.
- Comment on how the role of Overview and Scrutiny can best be utilised to support the outlined approach.

For further information please contact Phil Evans, Head of Service Improvement and Change Management, Tel: 01926 412293 E-mail philevans@warwickshire.gov.uk or John Betts, Head of Finance, Tel: 01926 412441 E-mail johnbetts@warwickshire.gov.uk.

5. Treasury Management Monitoring Report 2011/12

This report sets out the progress of the treasury management process during 2011/12.

Recommendation

That the Overview and Scrutiny Board discuss and approve the report.

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

6. ICT Strategy and Savings

This report updates the Board on the progress of the ICT Strategy and savings targets.

It reports progress against the Strategy Objectives including an assessment by our External and Internal Auditors.

It also confirms the progress against the ICT savings targets, and reports on ICT's contribution in the wider Authority targets.

Recommendations

The Board are asked to:-

1. Consider and comment on the progress of the ICT Strategy and Savings activities
2. Suggest an elected members workshop as part of the development of the ICT Strategy Review

For further information please contact Tonino Ciuffini, Head of Information Assets, Tel: 01926 412879 E-mail toninociuffini@warwickshire.gov.uk.

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

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.

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

For further information please contact Ann Mawdsley, Senior Democratic Services Officer, Tel: 01926 418079 E-mail annmawdsley@warwickshire.gov.uk.

8. Work Programme

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 Ann Mawdsley, Senior Democratic Services Officer, Tel: 01926 418079 E-mail annmawdsley@warwickshire.gov.uk.

9. Any Other Items

Which the Chair decides are urgent.

10. Dates of Future Meetings

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

30 November 2011

25 January 2012

28 March 2012

Jim Graham
Chief Executive
Shire Hall
Warwick

Committee Membership

Councillors: John Appleton (Chair), Les Caborn, Jeff Clarke, Peter Fowler, Bernard Kirton, Tim Naylor, Jerry Roodhouse, John Ross, Dave Shilton, June Tandy, John Whitehouse, Sonja Wilson.

Co-opted members for Partnership matters as follows

District / Borough Council

North Warwickshire Borough Council:	Councillor Derek Pickard
Nuneaton and Bedworth Borough Council:	Councillor John Haynes
Rugby Borough Council	Councillor Jim Shera
Stratford-on-Avon District Council	Councillor Sue Main
Warwick District Council:	Councillor Bill Gifford

Warwickshire Police Authority NHS Warwickshire

Clive Parsons
Janet Smith

Portfolio Holders:-

Councillor Alan Farnell - Leader

Councillor Colin Hayfield -Customers, Workforce and Partnership

Councillor Martin Heatley – Improvement and Workforce

Councillor David Wright – Finance, Governance and IT

For further information please contact Ann Mawdsley, Senior Democratic Services Officer, Resources Group, Tel. 01926 418079 or e-mail annmawdsley@warwickshire.gov.uk.

Minutes of a meeting of the Overview and Scrutiny Board held on 20 July 2011

Present:

Members: Councillor John Appleton (Chair)
“ Jeff Clarke (Vice Chair)
“ Les Caborn
“ Peter Fowler
“ Bernard Kirton
“ Tim Naylor
“ Jerry Roodhouse
“ John Ross
“ Dave Shilton
“ June Tandy
“ John Whitehouse
“ Chris Williams

Co-opted members: Councillor Bill Gifford (Warwick District Council)
Councillor John Haynes (Nuneaton and Bedworth Borough Council)
Councillor Sue Main (Stratford-on-Avon District Council)

Other Councillors: Eithne Goode
Martin Heatley, Portfolio Holder Improvement and Workforce
Richard Hobbs, Portfolio Holder Community Safety
Heather Timms, Portfolio Holder Child Safeguarding, Early Intervention and Schools

Officers: John Betts, Head of Finance
Pete Bones, Flood Risk Manager
David Carter, Strategic Director, Resources
Paul Galland, Strategic Director
Jim Graham, Chief Executive
Roger Harrison, Service Manager, Trading Standards
Chris Jukes, Head of Projects
Ann Mawdsley, Senior Democratic Services Officer
Michelle McHugh, Overview & Scrutiny Manager, Resources
Janet Purcell, Executive & Member Support Manager
Virginia Rennie, Group Accountant
Mark Ryder, Head of Localities and Community Safety

1. General

(1) Apologies

Apologies for absence were received on behalf of Councillor Mike Gittus, Councillor Colin Hayfield, Councillor Alan Farnell, Clive Parsons (Warwickshire Police Authority), Councillor Jim

Shera (Rugby Borough Council), Janet Smith (NHS Warwickshire) and Councillor David Wright.

Members raised concern about the non attendance of Portfolio Holders. emphasising the importance in their attendance at the Overview and Scrutiny Board.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Peter Fowler declared a personal interest in Item 5 as a School Governor at The Coleshill School and High Meadow Infant School.

Councillor Bill Gifford (Warwick District Council) declared a personal interest in Item 5 as a School Governor at Brookhurst Primary School.

Councillor John Haynes (Nuneaton and Bedworth Borough Council) declared a personal interest in Item 5 as a School Governor at St Francis Catholic School and St Michaels Church of England School.

Councillor Bernard Kirton declared a personal interest in Item 5 as a School Governor at St. Joseph's Catholic Primary School and St. Margaret's C of E Junior School.

Councillor Sue Main declared a personal interest in Item 8 as her mother was a resident in a Southern Cross Care Home.

Councillor Tim Naylor declared a personal interest in Item 5 as a School Governor at Lighthorne Health and Sydenham Primary Schools Federation.

Councillor John Ross declared a personal interest in Item 5 as a School Governor at Chetwynd Junior School and Etone College.

Councillor June Tandy declared a personal interest in Item 5 as a School Governor at Wembrook Primary School, Chilvers Coton Infant School and The George Eliot School.

Councillor John Whitehouse declared a personal interest in Item 5 as a School Governor at St. John's Primary, Nursery and Children's Centre.

(3) Minutes of the meeting of the Overview and Scrutiny Board held on 25 May 2011

The minutes of the meeting of the Overview and Scrutiny Board held on 25 May 2011 were agreed as a correct record and signed by the Chair.

Matters Arising

Page 5 – 6. Scrutiny Reviews Progress Report and New Proposals for Task and Finish Groups

Councillor June Tandy noted that the nominations by Members to participate in Task and Finish Groups had reduced and that it was important that all Members ensured proper representation on these Groups to ensure meaningful scrutiny could take place. The Chair asked that this issue be discussed at the next Group meetings.

Michelle McHugh undertook to provide the names of the Councillors on agreed Task and Finish Groups.

2. Public Question Time

None.

3. Questions to the Portfolio Holder/Portfolio Holders Update

1. Councillor Dave Shilton stated that the decision to reduce hours in libraries would result in Kenilworth Library only being open 35 hrs a week. This undermined the partnership services, particularly with the Police and asked (in Councillor Colin Hayfield's absence) that the Portfolio Holder reconsider this decision for those libraries with partnership arrangements in place.

David Carter reported that discussions were being held with Warwick District Council in relation to Whitnash, Kenilworth and Lillington Libraries to explore the possibility of keeping these libraries open longer through sharing staffing. He added that the Police had been consulted about the changes to library services and the only concern they had was Coleshill and discussions with the Police about this library were ongoing. Councillor Peter Fowler outlined the situation in Coleshill.

Councillor Richard Hobbs noted that the reduced hours would still be more than when the front desk service had been provided from police stations in these areas.

Councillor John Whitehouse stated that a key message to the population of Kenilworth when the police station front desk was closed, was the promise of improved access. He noted his surprise that the Police had not objected to the reduction in hours and hoped that the Police could benefit on the back of the discussions being held with Warwick District Council.

The Chair stated that this issue went beyond the partnership arrangements with the Police, and that Members needed to be notified of amendments to services. He asked that a full response be provided by the Portfolio Holder.

2. Councillor Jerry Roodhouse noted his concern regarding the capacity and morale of staff, adding that the Council needed to ensure that capacity was kept to a maximum and that career paths be developed for remaining staff. He asked Councillor Martin Heatley to respond. Councillor Martin Heatley said that he had already raised these issues with HR and would bring a report to the Board as soon as possible, to include capacity, training and career development and staff morale.
3. Councillor Tim Naylor requested an update on the savings plans that had been developed to deliver the budget. The Chair agreed that Councillor David Wright be asked to provide a Briefing Note to the Board.
4. Councillor John Whitehouse asked Councillor Richard Hobbs to clarify the reasoning behind Flooding being reported to the Board and not to the Communities Overview and Scrutiny Committee. Councillor Richard Hobbs noted that the Flood Risk Assessment fell within the remit of the Board. Michelle McHugh added that the County Council, as a Lead Local Flood Authority (LLFA), were required to produce a Flood Risk Assessment. This accompanied a specific scrutiny power within the Flood and Water Management Act 2010 in relation to scrutinising Flood Risk Assessment and this responsibility had been delegated by full Council to the Overview and Scrutiny Board. Councillor Whitehouse responded that this needed to be revisited.

4. Approval of the WCC Preliminary Flood Risk Assessment (PFRA)

Pete Bones, Flood Risk Manager, gave a PowerPoint presentation to support his report setting the context to the PFRA, and to the Warwickshire Preliminary Flood Risk Assessment, which Members had received.

During the discussion that followed the presentation, the following points were made:

1. The Council's remit included surface water, ground water flooding and reservoir inundation. Sewerage flooding was the responsibility of the utility companies. Pete Bones added that it

- was difficult to draw clear lines in terms of sources and responsibilities around flooding.
2. In response to a query asking whether planning authorities had a duty to consult the Lead Local Flood Authority (LLFA) (the County Council), Pete Bones noted that this assessment would “kick start” the development of a local Flood Risk Strategy, which would ensure that any developments did not have a negative affect or impact on surrounding areas.
 3. Warwickshire County Council would take over the role as Enforcing Authority in October 2012, with strategic responsibility for flooding. Pete Bones acknowledged however that under current legislation enforcing any action on utilities or land owners was difficult.
 4. The Environment Agency now provided river, surface and ground water maps, but these were not guaranteed and local authorities had the responsibility of checking and reporting any discrepancies on these maps.
 5. Arupps was leading in the field of retrospective solutions for flooding, and this was not limited to new developments.
 6. Any work carried out or funded with the Environment Agency was allocated in line with cost benefit studies seeking the greatest return. Smaller schemes were also carried out by the County Council and weighting was applied to vulnerable households.
 7. Members noted their concern that while information was made available by the Environment Agency and Network Rail, it had been difficult to get information from the Highways Agency. Jim Graham added that the Open Public Services White Paper recommended greater accountability for all public bodies, which would include the Highways Agency and Network Rail.

Councillor Richard Hobbs stated that once a clear indication of risk was developed, stakeholders could work together to solve problems and this would assist the Fire and Rescue Service would be better able to access areas and carry out rescues.

The Chair thanked Pete Bones for his presentation.

5. Relationship with Schools

Councillor June Tandy stated that the paper had already been sent to schools and that the Overview and Scrutiny Board were being treated as consultees, and as an integral part of the democratic process of the Council, should have been given the opportunity to scrutinise the report before it was considered by the Cabinet.

Paul Galland introduced the report and recommendations considered by the Cabinet at their meeting on 14 July 2011 underpinning the future working relationship between the County Council and schools, and the

implications for the Council, which would impact on the way resources were distributed.

During the discussion that followed the following points were raised:

1. Paul Galland agreed to provide a breakdown of the mix of responses to his survey of schools.
2. There was general acceptance that more information was needed about the cost of services, which services were a requirement and whether proper Business Plans were in place.
3. The Council needed to encourage and assist the development of school clusters to reduce the vulnerability of smaller schools.
4. There needed to be further consideration of the role of School Governors, and whether Members would be better placed to sit
5. It was suggested that an officer would need to be appointed to implement an action plan from this piece of work, in line with timescales still to be set.
6. There needed to be a mature relationship with schools in the future to be able to debate difficult issues around money.
7. Excluded children needed to be an integral part of this work, as they were considered to be vulnerable.
8. There was no mention of Free Schools in the report.

Councillor John Whitehouse moved, and it was seconded by Councillor June Tandy, and it was agreed that the report be considered by the Children and Young People Overview and Scrutiny Committee at their next meeting, before reporting back to the Overview and Scrutiny Board on 14 September 2011. This would allow both Committees to contribute towards a response to be forwarded to the Cabinet for their meeting in October.

6. Treasury Management Outturn Report 2010/11

John Betts, Head of Corporate Finance, presented the report setting out the outturn of the treasure management process during 2010/11.

The Overview and Scrutiny Board noted the report.

7. Review of Communication with the Public and Financial Accountability – Stage Two Report

Councillor Tim Naylor, Chair of the Task and Finish Group introduced the report focussing on how financial information was managed and relayed to Councillors and the public and how decision makers were held to account. He added that this piece of work provided an opportunity for Warwickshire County Council to develop methods and applications to move forward that would benefit the Council and improve the reputation of Warwickshire County Council.

Councillor Naylor thanked the members of the Task and Finish Group for their contribution, and also thanked Paul Williams for his support.

Councillor Naylor noted that while there was limited financial training given around induction and occasional seminars, Members needed to be informed, encouraged to ask questions and able to make use of whatever skills or tools they needed to be fully accountable. He added that this report was seeking to give a licence to Members and officers to explore new ways to be innovative.

The Overview and Scrutiny Board agreed to forward the Task and Finish Group's recommendations to the Cabinet.

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

Councillor Les Caborn, Chair of the Adult Social Care and Health O&S Committee reported that as soon as there was anything concrete to consider, a report on Southern Cross would be brought to ASC&H O&S, in their role of monitoring the quality and care in all care homes.

9. Work Programme 2011-12

The Overview and Scrutiny Board agreed the work programme with the addition of the Relationship with Schools report to the 14 September 2011 meeting.

10. Any Other Items

Members noted that this would be Michelle McHugh's last meeting of the Overview and Scrutiny Board and wished her every success in the future and recorded their thanks for the terrific work she had done for Overview and Scrutiny.

Members noted their concern at the loss of support for scrutiny and the Chair agreed to discuss this with the other Chairs.

Councillor Sue Main reported that at Stratford District, Task and Finish Groups were responsible for their own admin other than for final reports, which had taken some of the pressure away from officers.

11. Dates of Future Meetings

Agreed.

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Chair

The Board rose at 4:45 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee Overview and Scrutiny Board

Date of Committee 14 September 2011

Report Title Refocusing our approach to Resourcing our Priorities

Summary A robust approach to planning our business should be at the heart of all we do ensuring that our effort and resources are targeted on our priorities. This paper establishes an approach to develop a Strategic Delivery Plan for the Organisation including Medium Term Financial Planning and the Budget.

For further information please contact:

Phil Evans	John Betts
Head of Service Improvement and Change Management	Head of Finance
Tel: 01926 412293	Tel: 01926 412441
philevans@warwickshire.gov.uk	johnbetts@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 Appleton, Cllr Tandy, Cllr Roodhouse.
- Cabinet Member As part of the consultation for the 14th July Cabinet report.
Cllr Heatley and Cllr Wright.
- Chief Executive
- Legal
- Finance
- Other Strategic Directors

District Councils

Health Authority

Police

Other Bodies/Individuals Ann Mawdsley, Senior Democratic Services Officer

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Overview and Scrutiny Board – 14 September 2011

Refocusing our approach to Resourcing our Priorities

Recommendation

The Overview and Scrutiny Board are recommended to:

- Note the revised approach to planning for the Organisation approved by Cabinet on the 14th July.
- Note work underway to reframe the Performance Management Framework.
- Comment on how the role of Overview and Scrutiny can best be utilised to support the outlined approach.

1. Background and Context

- 1.1 At the Chair and Spokes meeting of the Overview and Scrutiny Board on the 22nd June, Members requested a report to a future meeting updating them on work to align business and financial planning. Members also requested an update on developments to refresh the Organisations Performance Management Framework.
- 1.2 This is a timely request and this report presents the Overview and Scrutiny Board with a paper recently approved by Cabinet outlining the approach to integrating financial and business planning for 2012 and beyond. The report received by Cabinet on the 14th July is attached at Appendix A.
- 1.3 The Corporate Business Plan (CBP), Budget and Medium Term Financial Plan (MTFP) are intended to act as key tools in guiding the way the Council uses its resources to ensure we get value for money and maximise effectiveness in the way we deliver services targeted at delivering our priority outcomes. The 2011-13 Corporate Business Plan articulated the need, given the significant challenges we face, to be clear on priorities and the areas where we need to make changes so that we can deliver services within the resources available.
- 1.4 Historically, WCC's planning process has, like most public sector organisations, been driven by the budget process with the main debate being around the allocation of resources rather than being explicitly focused on what the organisation is seeking to achieve with its resource deployment. There has been a growing acknowledgement by Members and officers that this process needs to change, if in the future, we are to be able to effectively target our resources upon our priority areas and better understand the implications of changes to our services.
- 1.5 In response to this, at its meeting on the 14th July Cabinet agreed to adopt a new approach and process to taking forward the development of a Strategic Delivery Plan for the Organisation to bring together various elements including performance, risk, workforce, knowledge, communities and improvement.

- 1.6 Overview and Scrutiny played a role in developing and challenging the measures and targets contained within the 2011-13 Corporate Business Plan. The Overview and Scrutiny Board are requested to comment on the role of the Board and the individual Overview and Scrutiny Committees in relation to the process for developing the Strategic Delivery Plan as outlined in section 6 of Appendix A.

2. Reporting Progress

- 2.1 Over the last two years our approach to performance reporting has evolved significantly. At its June meeting, Cabinet received an integrated Finance and Performance Report for Year End 2010/11. This was recognised as a first step in joining up key information to support Members in decision making through providing timely and joined up information.
- 2.2 Work is now underway to develop this more integrated approach to performance reporting as part of our overall refresh of the Performance Management Framework. The Performance Member Reference Group¹ have been at the core of refreshing this approach. The Chair of the Overview and Scrutiny Board has been invited to be part of this group in recognition of the important role that Overview and Scrutiny need to play in supporting effective Performance Management.
- 2.3 A number of principles have been agreed by the group:
- Integrated reporting of key information to enable decision makers to have a clear picture of the interdependencies.
 - A “story” of performance providing a helicopter view of how the Council is progressing against its key ambitions.
 - Timely information to enable timely decisions.

Report Authors: Tricia Morrison, Corporate Manager, Planning, Performance & Business Improvement.
Virginia Rennie, Group Accountant

Head of Service: Phil Evans, Head of Service Improvement and Change Management
John Betts, Head of Finance

Strategic Director: David Carter, Resources Group

Portfolio Holder: Cllr Martin Heatley and Cllr David Wright

Shire Hall
Warwick
14th September 2011

¹ Membership: Cllr Heatley, Cllr Appleton, Cllr Roodhouse, Cllr Naylor, Cllr Hazelton.

Cabinet – 14 July 2011

Resourcing our Priorities – Developing a Strategic Delivery Plan for 2012/13 onwards

Recommendation

Cabinet are recommended to:

- Agree the proposed approach and process to taking forward the development of a Strategic Delivery Plan for the Organisation bringing together the various elements as set out in section 3

1. Background and Context

- 1.1 The Corporate Business Plan (CBP), Budget and Medium Term Financial Plan (MTFP) are intended to act as key tools in guiding the way the Council uses its resources to ensure we get value for money and maximise effectiveness in the way we deliver services targeted at delivering our priority outcomes.
- 1.2 The 2011-13 Corporate Business Plan articulated the need, given the significant challenges we face, to be clear on priorities and the areas where we need to make changes so that we can deliver services within the resources available. The approach suggested in this paper is the start of this process.
- 1.3 Historically, WCC's planning process has, like most public sector organisations, been driven by the budget process with the main debate being around the allocation of resources rather than being explicitly focused on what the organisation is seeking to achieve with its resource deployment. There has been a growing acknowledgement by Members and officers that this process needs to change, if in the future, we are to be able to effectively target our resources upon our priority areas and better understand the implications of changes to our services.
- 1.4 The 2011-13 CBP also articulated the course for the Organisation's Transformation Programme. We now need a planning and resource allocation process which supports the Transformation Programme including service redesign, workforce planning and the move to embed an organisation wide strategic commissioning approach to service delivery.
- 1.5 The recent restructuring of the organisation also provides an opportunity to review our traditional approach to develop an approach which supports the new organisational structure and associated roles and responsibilities and ensures that we have the right staff with the right skills and competences to deliver our services.

2. What is the purpose of the planning process?

2.1 A robust approach to planning our business should be at the heart of all that we do ensuring that our effort and resources are targeted on our priorities – ones that are based on thorough intelligence and robust customer information.

2.2 The following outcomes should be achieved by changing the way we approach our planning and associated resource allocation:

- Members and staff have clarity on the vision for Warwickshire County Council and understand how they can support these.
- The Organisation has delivered its vision as measured by progress against a suite of outcomes and supporting performance indicators.
- We have a flexible “one council” approach to the deployment and development of our people and we are effective at planning for the changing shape and role of the authority.
- The Organisation identifies and understands how its costs vary with activity (and what drives these costs) in order to make better strategic resourcing decisions, facilitate effective strategic commissioning and ensure the budget balances.
- The budget is a financial articulation of the Corporate Business Plan, reflecting priorities within the context of resources available.
- We have the right shared resources to support localised benefits.
- Members and senior officers feel supported through the business and financial planning process and all those involved are clear about their respective roles, responsibilities and accountabilities.

2.3 We already have in place established corporate arrangements upon which we can build a robust planning framework, a number of those foundation elements are outlined below. Whilst some may still require refinement, review or updating, especially given the challenging external landscape we face, we are generally well placed to move forward.

- A clear articulation of the Council’s aims, grouped around seven ambition themes which sets out what the authority hopes to achieve by 2013.
- A framework for Transformation and Development that sets out the ways in which the authority will change and develop the way in which it works over the next 3-5 years.
- A Medium Term Financial Plan outlining how the authority intends to use and raise the resources needed to deliver our services and priorities over the medium term, including a detailed three year savings plan.
- Information and intelligence about Warwickshire and its people including the Quality of Life Report. This provides the evidence base for the CBP, outlining how the quality of life in Warwickshire and its Districts compares with elsewhere and how quality of life in the County is changing over time.
- A Strategic Risk Register setting out those risks that could have an effect on the successful achievement of our long term strategic ambitions. These are

risks that could potentially have a council-wide impact and / or risks that cannot be managed solely at a lower level because higher level support or intervention is needed.

- Our work to get closer to communities.

3. How are we going to achieve this?

3.1 It is clear that resources will be scarce over the medium term and this strengthens the need to have a robust approach to prioritising and de-prioritising services. Our model for integrated planning, moving forwards, will act as a focal point highlighting our priorities and allocating resources accordingly. It will shape our approach to the Transformation Programme and service reviews.

3.2 The output from this process will be a Strategic Delivery Plan which brings together the following components:

Warwickshire County Council's Proposed Strategic Delivery Plan

<p>Performance and Risk</p> <ul style="list-style-type: none"> • The Corporate Business Plan and associated measures and targets • Business Unit Plans and associated measures and targets. 	<p>Resources</p> <ul style="list-style-type: none"> • The 2012 Budget • The 2012-15 MTFP • Corporate Asset Management Plan 	<p>People</p> <ul style="list-style-type: none"> • Framework for Transformation and Development • Workforce Plan • Corporate and Group Learning and Development Plans 	<p>Knowledge</p> <ul style="list-style-type: none"> • Relevant legislation and policies • Social, economic, environmental and demographic intelligence. 	<p>Communities</p> <ul style="list-style-type: none"> • Consultation information. • Customer complaints and compliments. • Customer insight. • Big Society approach. 	<p>Improvement</p> <p>The Transformation Programme including:</p> <ul style="list-style-type: none"> • Strategic Commissioning, • Service Reviews, • Property Rationalisation • Workforce • Relationship with Schools • Health Transition
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The process for developing the Strategic Delivery Plan and its subsequent implementation and utilisation is set out in section 6 of the report.

3.3 The Strategic Delivery Plan will be an umbrella document which pulls together the various elements highlighted above providing an overarching vision for the Organisation – signposting to additional information where appropriate this will provide clarity on how the various elements fit together to provide us with the foundations we need to realise our vision. The document will be housed on the Intranet and Warwickshire web, enabling elements of the plan and supporting documents to be updated as and when necessary providing us with a flexible and fluid document.

3.4 The Strategic Delivery Plan will be a key document in driving the Organisation's work and transformational agenda forwards providing a key reference point by which the Organisation can ensure it is on track and guide other areas of work.

4. Medium Term Financial Position

- 4.1 Whilst it is important that WCC takes stock of the ability to respond to changed priorities and seeks to always improve its planning arrangements it is clear that the development and implementation of the proposed Strategic Delivery Plan will need to take place within the context of known available resources. The latest resource forecasts are shown in Table 1 below. These are the figures underpinning the current approved Medium Term Financial Plan.

Table 1: Overall Predicted Council Revenue Position					
		2011/12	2012/13	2013/14	2014/15
		£m	£m	£m	£m
Resources	Formula grant ¹	107.324	98.680	93.746	89.059
	Core Grants ²	34.869	36.263	36.307	36.351
	Council Tax (2.5% year on year increase assumed after 2010/11) ³	232.670	240.276	248.130	256.241
	Surplus on council tax collection	1.784	-	-	-
	Reserves	1.048	-	-	-
	Total Council Resources	377.695	375.219	378.183	381.651
Spending	Net spend ⁴	377.695	375.324	375.219	377.508
	Inflation and capital financing costs ⁵	-	5.760	8.207	9.500
	Identified spending pressures ⁵	-	5.836	4.483	-
	Provision for indicative spending pressures	-	6.000	6.000	12.000
	Total Net Spending	377.695	392.920	393.909	399.008
	Deficit	-	(17.701)	(15.726)	(17.357)
Savings	Savings targets and plans already approved	-	19.426	16.117	-
	Remaining surplus/(deficit)	-	1.725	0.391	(17.357)

Notes:

- ¹ Formula grant figures assume an 8% cash decrease in 2012/13 and a further 5% annual decrease in each subsequent year
- ² Core Grants included here are Early Intervention Grant, Learning Disability Transfer Grant and Council Tax Freeze Grant. Dedicated Schools Grant and the new Public Health Grant are excluded.
- ³ Council Tax figures assume a 0.75% year-on-year increase in tax base in future years.
- ⁴ Net spend figures are the spend in the previous year adjusted for one-off or time-limited allocations
- ⁵ Estimated costs are as identified as part of setting the 2011/12 budget. Part of the budget scrutiny process for 2012/13 will include reviewing whether these costs are still valid.

- 4.2 As yet there is nothing specific to suggest these forecasts should be updated. However, in terms of sensitivity:

- ❖ Each 1% variation in formula grant compared to the above forecasts would increase/decrease the level of savings required by £0.9 million.
- ❖ Each 1% change in the level of council tax, from the 2.5% annual increase assumed above would increase/decrease the savings required by £2.3 million.

- 4.3 These figures show that the budget remains balanced for 2012/13 and 2013/14. However, potentially £17.4 million further savings may be needed to balance the budget in 2014/15. Therefore, as well as rolling the medium term planning allocations forward, the focus of the approach for agreeing the 2012/13 budget and

2012-15 MTFP, outlined in Section 5, will need to include a proposal for closing this gap.

- 4.4 Table 2 summarises the authority's capital programme, through to 2013/14, as approved in February.

Table 2: Approved and Indicative Capital Payments 2011/12 to 2013/14				
	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 and later years £m
Schemes started in previous years	71.113	15.972	2.973	0.250
2011/12 starts	44.080	4.835	2.035	-
2012/13 starts	-	22.869	-	-
2013/14 starts	-	-	22.305	-
Unallocated contingency	9.300	11.435	10.535	20.000
Total	124.493	55.111	37.848	20.250

- 4.5 The significant drop in new starts between 2011/12 and future years is because the Government has yet to announce any capital grant allocations for schools infrastructure beyond 2011/12. It is expected that figures, at least for 2012/13, will be announced in the autumn at which point the indicative programme will need to be updated. Therefore, whilst the current programme includes a significant unallocated contingency, any proposals to use this funding must be mindful of the uncertainty around future government capital grants towards the end of the MTFP period, especially in relation to schools and the revenue impact of any additional borrowing.

5 Medium Term Financial Planning and Budget Process

- 5.1 One of the disappointments of the 2011/12 budget setting process was that the late announcement of the number and levels of specific grants meant we could not operate a single budget process as intended. Not only did this means reductions in grant-funded services were considered separately from the other savings proposals, but it also reduced members flexibility in deciding how to utilise any 'spare' resources.
- 5.2 With most of the information on grants for 2012/13 already known, the first significant change we can make is to **operate a single budget process**. This means:
- ❖ All core grant funding for both revenue and capital (including local services grant) will be viewed as a corporate resource. Increases or reductions in the levels of grant will not be the responsibility of individual services; instead they will be treated in the same way as any other corporately funded service. The only exceptions will be dedicated schools grant and the new public health grant, if they remain ring-fenced.
 - ❖ Requests for additional capital resources will be considered alongside any requests for additional revenue resources.
 - ❖ Any additional revenue or capital resources, such as the funding from the NHS for social care and New Homes Bonus, will be treated as corporate resources. However, any conditions on the use of the funding will continue to be met.

5.3 It is proposed that the single all-encompassing budget process will be managed as two distinct workstreams. The first workstream will simply be a roll forward of the existing MTFP, the second will be managing any amendments to the assumptions in the MTFP. Both of these workstreams will be managed as part of the overall development of the Strategic Delivery Plan to ensure that priorities and resources are aligned. How it is proposed these two workstreams will operate is expanded further below.

5.4 **Workstream 1: Medium Term Financial Plan Roll-Forward**

The roll forward of the existing MTFP will focus on reviewing the indicative allocations for 2012/12 and 2013/14, to ensure they remain valid, and to extend these allocations through to 2013/4. The elements of the MTFP included as part of this roll forward are:

- ❖ inflation provisions
- ❖ capital financing costs and the allocations in the indicative capital programme
- ❖ existing medium term spending pressures
- ❖ savings plans
- ❖ any issues arising from the 2010/11 outturn
- ❖ corporate provisions, including general reserves and the service realignment fund

5.5 It is proposed that scrutiny of this information is initially undertaken through a number of forums:

- ❖ Corporate Finance
- ❖ SDLT
- ❖ Budget Working Group

Before going on to be considered by the Cabinet, as part of their overall budget proposals, and the other political groups.

5.6 **Workstream 2: Amendments to the Medium Term Financial Plan**

As highlighted in Table 1 above there remains a significant level of additional savings to be identified in 2014/15. Therefore, the focus of Workstream 2 will be on closing this funding gap. Whilst the headline figure of a £17.4 million gap is broadly the same level as the existing annual savings plan budgets, the position is not as critical. The existing MTFP includes a number of provisions/surplus' to cover future unidentified costs or slippage in the delivery of savings of £14.1 million. Therefore, providing there is a commitment to a 2.5% council tax increase each year and none of these provisions are used, the net gap could be as low as £3.3 million.

5.7 Whilst inevitably the roll forward of some of the existing MTFP, as outlined in paragraph 5.4, will potentially require the use of some of these provisions (particularly if inflation rates continue to remain at their current levels) the approach to Workstream 2 will be about avoiding the use of these provisions.

5.8 There are a number of ways in which the existing MTFP could be amended. The approach to each of these is:

❖ **New spending pressures or reduced savings proposed by a Service**

If a Service brings forward a new spending pressure, not included in the current MTFP, or requests the alleviation of a target within the existing savings plan, then the Service could be brought forward in the transformation and

service review process, outlined below. A criterion for early review is the extent to which the service consumes additional resources.

- ❖ **Reduced savings of increased investment proposed by a Political Group**
If a Political Group wishes to reduce a savings target in the current MTFP or invest additional resource in a particular service area, an alternative source of funding, to keep the MTFP balanced, needs to be identified. Options include increasing the savings requirement in an identified service area above the level in the MTFP or, alternatively, the Group may support a council tax increase above 2.5%. Any additional saving will need to be developed by the Political Group in conjunction with the relevant Head of Service and Strategic Director to ensure it is deliverable."
- ❖ **Downwards variation to a 2.5% Council Tax increase**
The MTFP is predicated on a 2.5% annual increase in council tax. Any proposal to reduce this assumed increase will require the identification of an equivalent level of additional savings. As outlined above, areas where Members are prepared to see additional savings will need to be identified and detailed proposals developed.
- ❖ **Additional savings from the ongoing Transformation and Service Review process**
Even if all the approaches to amending the MTFP outlined above are concluded successfully there will still be a residual need to deliver savings to balance the budget in 2014/15. To ask services to identify additional savings in the next few months when, in many cases, the service base against which these reductions will be made is far from certain, is felt to be unachievable with any degree of robustness. It is therefore proposed that the current transformation and service review process has an additional objective of reducing the overall cost of each service reviewed by a further 2%, deliverable by 2014/15. This will allow the 2014/15 budget to be balanced through a considered, evidence-based approach to determining the most appropriate model of service delivery for the future.

5.9 As with the roll-forward of the existing MTFP, it is proposed that scrutiny of this information is undertaken by Corporate Finance, SDLT and the Budget Working Group, before going on to be considered by the Cabinet, as part of their overall budget proposals, and then the Political Groups. There will however be a need to consider the timing of the financial arrangements so as to ensure that the business and financial planning processes are complementary.

6. Next Steps

6.1 The table below shows the indicative process for the development of the proposed Strategic Plan, Business Unit Plans, Medium Term Financial Plan. The 4 workstreams highlighted here together with various others most notably workforce planning will constitute the Strategic Delivery Plan. This diagram seeks to show not only the process necessary for the individual streams of work but also to highlight the critical interdependencies between them e.g. clear corporate ambitions and priorities and resource allocation are needed before the Business unit planning process can commence in earnest.

	July	August	September	October	November	December	January	February
Vision and Ambition	Cabinet approve approach to planning			Cabinet agrees high level Strategic Plan.	Council agree high level Strategic Plan.			Full Council agree measures and targets for inclusion in the Strategic Plan.2012-15.
	Work begins to inform Strategic Plan refresh		SDLT & Cabinet review data ²			Portfolio Holders and Heads of Service develop supporting Plan measures and targets.		
Budget and MTFP	Cabinet approves budget planning approach		HoS, Strategic Directors and Portfolio Holders review budget and MTFP			Cabinet's draft budget proposal published		Full Council agree the 2012 Budget
Business Unit Planning				Draft Strategic Plan & Business Unit Planning Guidance circulated to Heads of Service	Business Unit Plans developed each articulating:			
					<ul style="list-style-type: none"> How the unit will contribute to the delivery of the organisation's vision and ambitions. Key outcomes that will be achieved and activities that will be undertaken. How resources will be planned and deployed to support delivery of the plan. How progress will be managed through a suite of performance measures. 			
Asset utilisation	Cabinet approve Corporate Asset Management Plan		SDLT review delivery of outcomes as part of wider transformation programme office			SDLT review delivery of outcomes as part of wider transformation programme office	Individual product of CAMP outcomes and PRP feed into overall budget planning	

6.2 Additional work will be required to align the overall planning process for the proposed Strategic Delivery Plan and our workforce planning arrangements in order to achieve a truly integrated approach to priority led planning.

6.3 For this new approach to be effective the proposed Strategic Delivery Plan will need to be at the core of our business and genuinely used to inform business unit and service planning, transformation activity, resource allocation and our workforce development. This will result in a programme management style of planning and managing the organisations business in a more holistic and joined up way.

7. Reporting Progress

7.2 At its June meeting, Cabinet received an integrated Finance and Performance Report for Year End 2010/11. Over the coming weeks officers will be working to develop this further, to produce an approach to integrate in year reporting to decision makers to mirror the move towards a more integrated planning process. Dialogue has commenced with the cross-party Member Performance Group as to how Members would like to receive relevant and timely information to enable effective decision making including key information relating to the performance, risk, finance, workforce and customer data. The final approach to reporting progress will compliment work underway to develop the Corporate Transformation Programme.

Report Authors:	Phil Evans Head of Service Improvement and Change Management	John Betts Head of Finance
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Strategic Director: David Carter

Portfolio Holder: Cllr Martin Heatley and Cllr David Wright

Shire Hall
Warwick
14th July 2011

AGENDA MANAGEMENT SHEET

Name of Committee Overview and Scrutiny Board
Date of Committee 14 September 2011
Report Title Treasury Management Monitoring Report 2011/12

Summary This report sets out the progress of the treasury management process during 2011/12.

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

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

- Background papers**
- CIPFA publication "Treasury Management in the Public Services: Code of Practice and Guidance notes for Local Authorities"
 - Treasury Management Strategy 2011/12

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Appleton, Cllr Roodhouse, Cllr Tandy – for information
- Cabinet Members Cllr Wright
- Chief Executive
- Legal John Galbraith
- Finance John Betts, County Treasurer – reporting officer
- Other Chief Officers
- District Councils

- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

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

Overview and Scrutiny Board

14 September 2011

Treasury Management Monitoring Report

Recommendation

That the Overview and Scrutiny Board discuss and approve the report.

1 Introduction

- 1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management.
- 1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Monitoring reports regarding treasury management will be an agenda item for the O&S Board throughout the year.
- 1.3 Treasury management in the context of this report is defined as:

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." (*CIPFA Code of Practice*).

2 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis. This cash is invested partly by an in house treasury function and partly by an external cash manager, approximately on a 70/30 basis. Such investments earn investment income.
- 2.2 The Council's investment portfolio at the end of the first four months of 2011/12 to 31 July 2011 was as follows:

Table 1: Investment Position at 31 July 2011

	Invested at 31 July 2011
	£m
In-house fixed term deposits Santander Bank (instant access call account)	105.8 10.0
Total In-house	115.8
Aviva Investors	45.9
Total All Investments	161.7

2.3 The council is currently investing according to a low risk, high quality lending list in line with the policy approved in the Treasury Management Strategy 2011/12 approved by Council on 15 February 2011. A significant proportion of funds is placed with the UK Government Debt Management Office for a period of up to three months.

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

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

Table 2: Investment Performance to 31 July 2011

	Average Interest rate year to date	Target rate: 7 day LIBID (+10% for the externally managed Aviva portfolio)	Variance
	%	%	%
In house	0.45	0.46	-0.01
Santander call account	0.80	0.46	0.34
Total In house	0.63	0.46	0.17
Aviva Investors	1.50	0.51	0.99
Total All Investments	0.88	0.48	0.40

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

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

Table 3: Interest Earned to 31 July 2011

	Year to date
	£000
In house	146.0
Santander	25.8
Total In house	171.8
Aviva Investors	226.9
Total All Investments	398.7

2.7 The table below details our consultant's view on interest rates. Based on this opinion, the money market will continue to be at current levels until mid 2012 when rate rises are predicted.

Table 4: Interest Rate Forecast

	Dec 2011	Mar 2012	Jun 2012	Sep 2012	Dec 2012	Mar 2013
Interest Rate Forecast	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%

Source: Sector Treasury Services

3 Borrowing

3.1 The Treasury Management Outturn Report for 2010/11 gave an overall outstanding Public Works Loans Board (PWLB) borrowing figure of £371.7m at 31 March 2011. Since this time, the Council has taken additional loans from the Public Works Loans Board totalling £20m. The table below details our performance against average rates to 5 August 2011.

Table 5: PWLB Average Rate versus WCC Loans to Date

Amount Borrowed	Average Rate
WCC Loans totalling £20m	3.76
PWLB Average Rate to Date (10-year)	4.49
Out/(Under) Performance	0.73

3.2 The Council has out-performed the PWLB average rate to date. It still has a remaining borrowing requirement of around £10m for 2011/12.

4 Compliance with Treasury Limits and Prudential Indicators

4.1 During the first quarter of 2011/12, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2011/12 are shown in **Appendix A**.

Report Author: Phil Triggs, Group Manager (Treasury and Pensions)

Head of Service: John Betts, County Treasurer

Strategic Director: David Carter, Strategic Director, Resources Group

Portfolio Holder(s): Cllr Wright, Portfolio Holder, Finance

Appendix A
In year Monitoring 2011/12

PRUDENTIAL INDICATOR	2011/12		April to July 2011	Variance to Budget
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Budget			
	£'000			
Capital Expenditure	£'000 124,493		£'000 124,493	£'000 0
Ratio of financing costs to net revenue stream	% 10.72		% 10.75	% 0.03
Net borrowing requirement	£'000		£'000	£'000
brought forward 1 April	371,704		371,701	-3
carried forward 31 March	401,658		401,993	335
in year borrowing requirement	29,954		30,291	337
In year Capital Financing Requirement	£'000 29,954		£'000 30,291	£'000 337
Capital Financing Requirement as at 31 March	£'000 410,903		£'000 404,425	£'000 -6,478
Affordable Borrowing Limit:				
Updated position of Current Capital Programme (Jan 2011)	£		£	£
Increase per council tax payer	6.21		8.15	1.94

PRUDENTIAL INDICATOR	2011/12		Quarter 1	Variance to Budget
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate			
	£'000		£'000	£'000
Authorised limit for external debt -				
Borrowing	461,875		482,451	20,576
other long term liabilities	12,000		12,000	0
TOTAL	473,875		494,451	20,576
Operational boundary for external debt -				
Borrowing	374,896		402,043	27,147
other long term liabilities	10,000		10,000	0
TOTAL	384,896		412,043	27,147
Upper limit for fixed interest rate exposure				
Net principal re fixed rate borrowing / investments	100%		100%	0.00
Upper limit for variable rate exposure				
Net principal re variable rate borrowing / investments OR:-	25%		25%	0%
Upper limit for total principal sums invested for over 364 days				
(per maturity date)	£ 0		£ 0.00	0.00

Maturity structure of new fixed rate borrowing	upper limit	lower limit		
	under 12 months	20%		
12 months and within 24 months	20%	0%		
24 months and within 5 years	60%	0%		
5 years and within 10 years	100%	0%		
10 years and above	100%	0%		

In year Monitoring 2008-2009

PRUDENTIAL INDICATOR	2008/09		Quarter 1	Variance to Budget
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Budget			
	£'000			
Capital Expenditure	£'000 145,605		£'000 145,605	£'000 0
Ratio of financing costs to net revenue stream	% 8.74		% 8.96	% 0.22
Net borrowing requirement	£'000		£'000	£'000
brought forward 1 April	294,002		282,685	-11,317
carried forward 31 March	337,240		335,117	-2,122
in year borrowing requirement	43,238		52,432	9,194
In year Capital Financing Requirement	£'000 43,248		£'000 40,397	£'000 -2,851
Capital Financing Requirement as at 31 March	£'000 331,157		£'000 329,025	£'000 -2,132
Affordable Borrowing Limit				
Updated position of Current Capital Programme (Jan 08)	£		£	£
Increase per council tax payer				
Position as agreed at February 2008 Council	13.15		14.80	1.65
Increase per council tax payer				

PRUDENTIAL INDICATOR	2008/09		Quarter 1	Variance to Budget
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate			
	£'000		£'000	£'000
Authorised limit for external debt -				
Borrowing	431,739		429,192	-2,547
other long term liabilities	600		600	0
TOTAL	432,339		429,792	-2,547
Operational boundary for external debt -				
Borrowing	359,783		357,660	-2,122
other long term liabilities	500		500	0
TOTAL	360,283		358,160	-2,122
Upper limit for fixed interest rate exposure				
Net principal re fixed rate borrowing / investments	100%		100%	0.00
Upper limit for variable rate exposure				
Net principal re variable rate borrowing / investments OR:-	25%		25%	0%
Upper limit for total principal sums invested for over 364 days				
(per maturity date)	£ 0		£ 0.00	0.00

Maturity structure of new fixed rate borrowing during 2007/08	lower limit		
under 12 months	0%		
12 months and within 24 months	0%		
24 months and within 5 years	0%		
5 years and within 10 years	0%		
10 years and above	0%		100%

AGENDA MANAGEMENT SHEET

Name of Committee Overview & Scrutiny Board

Date of Committee 14th September 2011

Report Title ICT Strategy and Savings

Summary This report updates the Board on the progress of the ICT Strategy and savings targets.
 It reports progress against the Strategy Objectives including an assessment by our External and Internal Auditors.
 It also confirms the progress again the ICT savings targets, and reports on ICT's contribution in the wider Authority targets.

For further information please contact: Tonino Ciuffini
 Head of Information Assets
 Tel: 01926 412879
 toninociuffini@warwickshire.gov.uk

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

Background papers Haines Watts audit report and ICT Strategy 2007

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) N/A
- Other Elected Members Spokespersons: Councillor Appleton, Councillor Roodhouse and Councillor Tandy
- Cabinet Member Councillor David Wright ..
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Strategic Directors
- 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 & Scrutiny Board - 14th September 2011.

ICT Strategy and Savings

Recommendations

The Board are asked to:-

1. Consider and comment on the progress of the ICT Strategy and Savings activities
2. Suggest an elected members workshop as part of the development of the ICT Strategy Review

1. Introduction

- 1.1 At the Chair/Spokespersons Briefing for the Overview and Scrutiny Board on the 22nd June 2011, a question was raised about the progress report on the IT Strategy and the contribution of IT to financial savings targets.
- 1.2 This document updates the Overview and Scrutiny Board on these areas.

2. ICT Strategy

- 2.1 The current ICT Strategy was developed in 2007. A full review was scheduled for 2012, but has been programmed for 2011/12 and will be completed this financial year.
- 2.2 As part of the planned review of our ICT Strategy we are running a series of workshops for staff and we would like to take this opportunity to invite the Board to consider how the elected members would like to engage in the Strategy Review. It is envisaged that the strategy would once again be signed off by Cabinet, but a similar elected members workshop to allow a contribution to be made as part of the development of the strategy would be welcomed.
- 2.3 The review of the ICT Strategy is an opportunity to address the areas for improvement, but also to build on the undoubted strengths identified by the auditors.

3. Progress Report on the current ICT Strategy

- 3.1 This section summarises the progress made over the last 4 years against the plans set out in the 2007 ICT Strategy. Progress against the ICT Strategy was

independently reviewed by external auditors Haines Watts in May 2011 as part of our current ICT Internal Audit Plan. The full report is available, however the Audit report concluded that

‘Overall, the audit opinion is that controls provide Substantial assurance that risks are being managed.’ It concluded there was a Good Control Framework and Strong Operation of the controls.

3.2 It summarised the progress made to implement the 49 specific objectives and goals identified as part of the ICT Strategy 2007 is provided as follows:

- 32 areas are Green = ICT have/area delivering to this requirement
- 14 areas are Amber = Some progress has been made but more work is required
- 3 areas are Red = Little or not progress has been made

3.3 **Appendix A** provides detail on the auditor’s assessment of progress for each of the 49 areas.

3.4. However as a summary of progress:

- (i) The reliability of the basic infrastructure has improved significantly in the past 12-18 months and single points of failure have been invested in and eliminated in many areas, this has included the replacement of the core of our wide area network that was originally introduced at the turn of the century. Work is almost complete on a new data centre that will give us access to properly designed rooms that will offer more resilience at reduced operational cost. The major project to replace the operating system that controls our local network service, and that had been in place for almost twenty years, was completed on-time last year.
- (ii) Significant progress has been made in implementing facilities for modern and flexible working including the introduction of, improved remote access, widespread Wi-Fi facilities, hot-desking areas, tablet PCs and Blackberries for mobile workers. It has been assessed as amber as although we have made excellent progress in pockets of services, it has not yet been embedded across the whole organisation. This is an area we will continue to invest in and develop as part of both continued service development and support for the accommodation rationalisation project.
- (iii) We have also developed a number of corporate systems. The new financial system implementation is underway and will be completed this year; improved Geographical Information System facilities have been introduced and a new team established; the Atlas property system has made significant amounts of information available to schools and partners and includes

mobile modules for inspections; HRMS self-service has been introduced to provide more comprehensive HR facilities to staff and managers.

- (iv) Our ICT R&D capacity has been increased and this has seen the adoption of new computing models, including cloud-based systems and environments. We are leading the Government's G-cloud project for email, and have made a major contribution to an award winning National Project on Free School Meals. We have also been at the forefront of work on Open Data, iPhone applications and have been regularly asked to speak at conferences, including a recent international invitation (which was declined).
- (v) We have developed an award-winning approach to ICT competencies and training, with a mix of delivery methods ranging from on-line to face to face. The challenge is to encourage greater take-up from across the business.
- (vi) The three red areas are all in the area of Governance and relate to wider corporate changes and activity. The role of Directorate ICT Steering Groups has not developed as originally envisaged as we have seen the removal of Directorates in the Corporate structure and the increased responsibility within the Resources Group for core functions such as ICT. The other two areas that we have not progressed relate to; the more formal use of business cases, and role of ICT in any formal corporate business improvement process. Neither of these areas have developed corporately as was anticipated at the time the strategy was written, however the new approaches being developed by the Head of Service Improvement and Change Management could see a resurrection of these objectives.
- (vii) There is much more to do though. Although we have run some successful pilots into electronic document and records management we have yet to implement production solutions. We also need to make much more progress in managing our corporate data effectively. It has proved difficult to make progress on shared services in the absence of formal business vision and arrangements in this area and we need a much clearer corporate approach to business process improvement in order for services to realise the full potential of ICT to reduce costs and improve service delivery. Also although we are making progress on electronic service delivery, the planned service reviews could lead to more innovative approaches in this area.

4. Contribution of ICT Savings Targets

4.1 Targets Set for ICT

- (i) **Appendix B** (attached) shows the latest of the regular monthly reports provided by the Information Assets Service on their savings plans.
- (ii) This confirms that the Service has already identified and delivered the savings required for 2011/12, and has identified 72% of the savings required for 2012/13 and already has plans to realise these. For the remaining £128,000 to be identified it is believed that these can be delivered through turnover as the ICT job market is remaining buoyant. This will avoid the need for any further redundancies in the next twelve months. (Only one redundancy has been required to deliver the ICT savings to date although the Schools ICT service suffered redundancies after the withdrawal of the Government Harnessing Technology Grant mid-year in 2010/11)
- (iii) We are confident that we can again identify the source of the remaining 2012/13 savings before the start of the 2012/13 financial year so that extra savings do not have to be taken in the part year to compensate.
- (iv) We have also started to identify savings for 2013/14 as the threat hanging over the Out of Hours support service has meant that we have initiated exploring alternative delivery options while continuing to deliver the services. This has led to early redeployments and savings being identified.

5. Contribution of ICT to Wider Authority Savings Targets

- 5.1 ICT has always been recognised as a major potential contributor to the Authority's ICT savings strategy, seeking to exploit the potential of ICT to deliver services in new and more cost effective ways.
- 5.2 Throughout the savings and contribution statement process ICT have sought to engage with services to identify priority ICT investments to deliver both improved services and savings.
- 5.3 As a result, the 2011/12 Information Assets Business plan clearly stated that the two priority areas that we will focus on are our contribution to:-
 - The development of more Online Services to help Warwickshire deliver our services more cost effectively, and help protect the front line services
 - Modern and Flexible Working, and in particular our ability to help staff operate in new ways as part of the implementation of new Local Service Delivery approaches and the associated Property rationalisation approach

- 5.4 Similarly the 2011/12 Corporate ICT Development Plan, which was approved by SDLT on the 26th May 2011, majored on these priorities. In this plan a third priority of Information Management also includes a major workstream to develop electronic document and storage management facilities to support more client facing and flexible working, and to support the property rationalisation project. The development of electronic social care records is a priority project in this area. This section of the ICT Development Plan also includes work on information rationalisation to support more effective online services.
- 5.5 The work on electronic service delivery is being overseen by the One Front Door Board with senior Cabinet membership. The priority development list was developed as a joint approach by Customer Services and Information Assets approach inviting all Heads of Services to identify priority areas for development. The list that has been signed off by the One Front Door Board is now being developed, however it should be recognised that services will need to play the major role is designing the new services and approaches before they can be developed, e.g. criteria associated with online self-assessment for Social Care.
- 5.6 It should also be recognised that the latest proposed development areas are building on existing approaches that have been developed over recent years, however new technologies such as mobile phone web access and social media mean that there will continually be the opportunity to develop new innovative approaches. The service reviews and strategic commissioning reviews should be seen as an opportunity to again challenge service delivery approaches and explore new technology enabled approaches.
- 5.7 In the Modern and Flexible Working arena, as outlined in section 2 over recent years we have introduced a range of facilities to support more flexible working, remote access, Wi-Fi, tablet PCs, Blackberries. However, the challenge still remains to ensure that services are maximising the potential that these facilities offer to enable new service delivery models. Awareness, training, tailoring approaches for specific services are all areas that we will continue to address, however perhaps the largest challenge is still the culture of staff operating from their own desk, and managers wanting to 'witness' work activities. These areas are being pursued in a joint piece of work between the Organisational Development Group and ICT as part of the Property Rationalisation project. Some of the accommodation targets being set as part of this project will also help encourage adoption of alternative ICT enabled working practices.

6. Other ICT Projects Contributing to New Service Delivery Models and Savings

Two other current ICT projects that will have a significant impact in facilitating service improvements and efficiency savings are

- 6.1 As part of our investigation into alternative e-mail products for the Council, we are exploring Cloud based services. As well as representing a radically new and more cost effective service delivery model for ICT, more importantly it will offer new ways of working for staff, including:-
- Easier access to email and information from a wider variety of locations
 - Access to information from a wider range of devices, including phones
 - Easier ability to share information with partners and customers
 - Ability to collaborate online on documents and plans, with both internal and external staff and customers
 - Increased video conferencing options
- 6.2 These facilities will also support our saving work by facilitating, more flexible working, and simplifying sharing of office accommodation with partners,
- 6.3 As mentioned previously, we have been leading a Government project in this area, and are continuing to work with national agencies such as the Cabinet Office, CESG and the Information Commissioners Office to develop a model that can allow the public sector to take advantage of the exciting opportunities that new Cloud technology offers while managing important issues such as security and information assurance.
- 6.4 Warwickshire will be piloting Google facilities in this area from September – November 2011 with a view to migrating to the new services from early next year.
- 6.5 The second major project that will underpin our savings approach is our work on our wide area network and how it can support improved Broadband facilities for the Citizens and Businesses of Warwickshire. In summary we are looking to replace our current network in a way that:-
- Delivers a most effective network for Warwickshire
 - Is developed with Coventry City Council and Solihull Borough Council so that it can support increased sub-regional working and shared services
 - Is shared with Police and Health in order to again support increased joint working, but also reduce overall cost to the public sector in Warwickshire
 - Supports the Government target to seek to deliver the 2Mb Broadband access to all homes and businesses in Warwickshire and Superfast Broadband (Over 24Mb) to 90% of premises.
- 6.6 The Government have allocated £4.1 million to our partnership with Coventry and Solihull to support the Broadband activities, however this is subject to us

presenting a Broadband Plan to the funding agency BDUK (Broadband UK), and identifying matched funding.

- 6.7 We are currently finalising our plans and are now seeking to identify matched funding options, although we are yet to see the details of the rules in this area. We plan to bring the proposed joint plan to Cabinet for approval in the last quarter of 2011.
- 6.8 Although the rural Broadband element of the project should be primarily seen as an Economic Development activity, it will also support our savings approach as it will:-
- Facilitate use and take up of the more cost effective e-service channel
 - Support both our own, and other Warwickshire companies flexible working approaches
 - Facilitate the sharing of services and accommodation with partners
 - Enable easier disposal of buildings without requiring significant network redesign

Report Author: Tonino Ciuffini , Head of Information Assets

Head(s) of Service: Tonino Ciuffini

Strategic Director(s): David Carter

Portfolio Holder(s): David Wright

23 August 2011

APPENDIX A - INTERNAL AUDIT ASSESSMENT OF STATUS OF THE ICT STRATEGY – MAY 2011

JOINT ICT/BUSINESS VISION

Aspiration	Audit Score
Providing staff and citizens with access to reliable ICT services that exploit the benefits of the latest technologies	Green
Providing them with simple, instant access to information that they require from “anywhere, any time, and from any device”	Amber
Ensuring all staff have the appropriate skills, knowledge and support to allow them to take full advantage of their ICT facilities and systems	Amber
Enabling services to work more effectively with their partners through the use of shared systems, common standards, and secure environments to facilitate sharing while protecting critical information	Amber
Staying at the forefront of technology, through on-going research and development, and encouraging the use of emerging technologies by staff and citizens alike	Green

DELIVERING THE VISION: STRATEGIC LEADERSHIP

“ICT will provide more strategic technology leadership for the organisation by:

Providing and continuing to develop a clear ICT Strategy that reflects the Council’s objectives and complements all other supporting strategies	Green
Continuing to develop the approach adopted for New Ways of Working to be more innovative, ambitious and supportive to the organisation	Amber
Initially focussing on delivery of flexible and mobile working; and addressing inequalities of access to ICT facilities in the organisation	Amber
Positively marketing opportunities and benefits offered by our investment in ICT in order to increase the use of these facilities and maximise our return on investment	Green

DELIVERING THE VISION: GOVERNANCE

“ICT will ensure closer alignment of ICT investment to the organisation’s business objectives and priorities”

Through the production of a formal ICT Development plan by the Head of ICT that supports the WCC Vision, the Corporate Business Plan and the New Ways of Working Change Programme	Green
By presenting the plan for approval on an annual basis and by reporting progress every 6 months to both SDLT and	Green

Resources O&S Committee	
By ensuring that the plan is developed with input from Directorate representatives and is presented alongside jointly developed annual ICT Development plans for each Directorate including Schools ICT	Amber
Through developing formal business liaison roles and processes with directorates to both support service alignment of the ICT development plans and ensure ongoing best use of ICT skills and resources	Green
By developing the role of the Directorates' ICT Steering Groups to contribute to directing and supporting the wider corporate ICT activities as well as the Directorate related investment	Red
By creating a cross-Directorate group to agree, manage and monitor compliance with ICT Principles, Policies and Standards. The group will consist of Heads of Service and key Directorate ICT staff to ensure business alignment of these important areas.	Green
By ensuring that the management of the ICT development programme will involve more formal use of business cases with clearer benefits and risk management plans	Red
Through playing an active and leading role in the development, funding and implementation of key corporate systems strategies	Green
By introducing ICT facilities to improve services as part of any formal corporate business process improvement	Red

DELIVERING THE VISION: ICT DELIVERY

"ICT will be delivered in the most effective way for the organisation"

By maintaining primarily an internal delivery model and continuing to utilise and explore using private sector partners where advantageous to the Council	Green
By removing as far as possible the internal market trading for ICT services	Green
By supporting local service delivery where appropriate and enhancing the relationships with central ICT.	Green
By continuing to improve service support and delivery through: adoption of standards and best practices such as ITIL and the Government ICT profession; the use of benchmarking and performance measures that focus on both the traditional ICT measurements and the development of business related measures	Green

"ICT will develop more consistent ICT delivery across the organisation"

By ensuring that ICT and directorate ICT managers have responsibility for developing joint corporate/directorate ICT development plans	Green
By developing a clear statement of roles and responsibilities for key ICT groups in the organisation with the Head of ICT operating as Head of Profession	Amber

By encouraging more internal sharing of applications and skills	Green
By continuing to develop closer links between the corporate ICT strategy and Schools strategy	Green

DELIVERING THE VISION: MOBILE AND FLEXIBLE WORKING – ICT INFRASTRUCTURE

“ICT will manage and develop the ICT infrastructure”

By the Head of ICT taking responsibility for the infrastructure investment, budgets and aligning decisions to the organisation’s needs	Green
By developing the existing unit-based approach to fund infrastructure and support	Green
By developing and maintaining a clear set of ICT standards, which will both ensure a more strategic approach to overall ICT investment, and define a framework within which Directorates have the freedom to operate	Amber
By continuing to increase the reliability of the ICT infrastructure through designing in resilience and replacing points of failure	Amber
By developing business continuity and disaster recovery facilities as part of the wider corporate initiative	Green
By developing identity and access management facilities that provide Warwickshire residents and staff with a secure environment for working and collaboration	Amber

DELIVERING THE VISION: MOBILE AND FLEXIBLE WORKING – APPLICATIONS AND INFORMATION

“ICT will lead in developing and delivering the applications environment to meet the organisation’s objectives”

By developing a roadmap for delivering our key business applications and information through a common portal/interface	Green
By continuing to develop the intranet project towards these objectives	Green
By working with directorates to develop a standard model for management and business reporting	Green
By identifying service and technical owners for all applications with clear roles and responsibilities to ensure consistent management of applications	Amber
By rationalising the organisation’s applications portfolio to reduce duplication and enable better sharing of information	Amber
By working closely with the organisation to ensure ICT service and delivery is aligned with core applications (e.g. HR, Finance, Social Care and Highways)	Green
By supporting a review of the information management strategy in the organisation, and the implementation of any actions from it	Green

DELIVERING THE VISION: RESEARCH AND DEVELOPMENT

“ICT will facilitate the faster and improved adoption of new technology and facilities”

By strengthening our Research and Development capability	Green
By proactively reviewing new technology and exploring best returns on existing ICT investment	Green

DELIVERING THE VISION: ICT SKILLS

“ICT will seek to improve ICT skills in the organisation”

By developing a standard ICT skills set and competency for ICT users with directorates	Green
By exploring the Government IT Profession initiative to increase the professionalism of ICT staff in the public sector, and encouraging all staff to sign up to the initiative	Green
By continuing to roll out the use of the SFIA (Skills For the Information Age) framework for ICT staff (subject to successful pilot use of the framework will extend to all staff in ICT, and possibly the ICT community	Green

DELIVERING THE VISION: PARTNERSHIP

“ICT will support the organisation’s partnership and LAA activities

By pursuing joint ICT strategies and projects with key public sector and private partner organisations	Green
By exploring the development of a formal shared services strategy for ICT as part of the wider Local Government review and Transformation Government Agendas	Amber
By continuing to explore application sharing with partners both for existing applications and new procurements	Amber

Information Assets Savings Monitoring - June 2011

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Current issues and action taken to mitigate issues	Evidence
		Target £'000	Current £'000	Predicted £'000	Target £'000	Current £'000	Predicted £'000	Target £'000	Predicted £'000		
	Original Plan										
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	183	183	183	180	180	180	193	193		Savings already planned for, taken and removed from 2011/12 budget
RE-IT-04	Stopping the ICT Training initiative	0	0	0	50	0	0	50	0	Will be looking at alternative area for saving as requirement for this service has grown to deliver Modern and Flexible working. Confident will identify alternative savings as 2011/12 already delivered.	
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	0	0	0	0	50	250	250	Already exploring options in this area, and are planning to implement an approach that will release some savings earlier in 2012/13 which will be temporarily used to help meet 2012/13 target associated with training.	Proposals being discussed with Unions and restructuring options going to regrading board in August
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	250	250	250	650	500	628	800	800	For 2012/13 additional £250,000 already planned still need to identify £128,000 of additional savings through staff losses to be in effect from April 2012 in order to meet overall 2012/13 target. Hope to meet through turnover.	2011/12 already planned for taken and removed from 2011/12 budget. For 2012/13 reduction in ICT Development budget planned and senior post will be removed following early retirement.
CW-CC-05	Transformation of Corporate Governance support	0	0	0	10	5	10	10	10	Will be delivering via combination of restructuring of 2 posts in Information Governance, and reduced expenditure.	New posts recruited
	Sub total	433	433	433	890	685	868	1,303	1,253		
	Additional Proposals										
	Printing Savings						22				
	Sub total	0	0	0	0	0	22	0	0		
	Total	433	433	433	890	685	890	1,303	1,253		
	Target		433	433		890	890		1,303		
	Remaining Shortfall		0	0		(205)	0		(50)		

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board
Date of Committee 14 September 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: Ann Mawdsley
Senior Democratic Services Officer
01926 418079
annmawdsley@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 John Appleton, Les Caborn, Jeff Clarke, Jerry Roodhouse, June Tandy, John Whitehouse
- Cabinet Member For information Councillors: Colin Hayfield, Martin Heatley. David Wright
- 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

Overview and Scrutiny Board – 14 September 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

1. Proposals for new Task and Finish Groups

The Overview and Scrutiny Committees have held workshops to develop their work programmes for 2011/12 and it is expected that a number of proposals for Task and Finish Groups will emerge through this process. Any proposals agreed prior to this meeting will be circulated separately to the agenda, for consideration by the Board.

2. Scrutiny Reviews Progress Report 2010/11

Progress of the Task and Finish Groups commissioned by the Overview and Scrutiny Board during 2010/11 is attached as Appendix B. The Task and Finish Groups that are currently live are:

- Maternity Services
- Older Adult Mental Health Services
- Post 16-Transport (review due to commence January 2012)
- Paediatric Cardiac Surgery Services in England

Report Author: Ann Mawdsley

Head of Service: Greta Needham

Strategic Director: David Carter

Portfolio Holder: N/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

Progress on Commissioned Task and Finish Groups 2010/11

Topic	Reports to Parent Committees	Status	Comments
Hawthorn Ward Cllr Sally Bragg (Rugby BC), Cllr Jerry Roodhouse, Cllr Sid Tooth, Cllr Claire Watson	Health OSC 1.07.2010	Complete	Recommendations referred to PCT and NHS Partnership Trust. Recommendations accepted.
School Exclusions Cllr Carolyn Robbins (Chair) Cllr Ron Cockings, Cllr Robin Hazelton, Cllr Tim Naylor	Children & Young People OSC 8.9.2010	Complete	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 Cllr John Ross (Chair) Cllr Julie Jackson, Cllr David Johnson, Cllr Mike Perry	Children & Young People OSC 8.9.2010	Complete	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) Cllr Martyn Ashford (Chair) Cllr Sarah Boad, Cllr Clare Hopkinson, Cllr Frank McCarney, Cllr Carolyn Robbins, Cllr Jerry Roodhouse, Cllr Sid Tooth, Cllr Claire Watson	Adult Social Care & Health OSC 16.09.2010	Complete	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 Cllr Kate Rolfe (Chair) Cllr Mike Gittus, Cllr Barry Longden, Cllr Claire Watson	Adult Social Care & Health OSC 16.09.2010	Complete	Cabinet on 16/12/2010 approved recommendations 1,2,3,4,8,11,12,
Rugby A&E Services consultation Cllr Dave Shilton (Chair) Cllr Richard Dodd, Cllr Carolyn Robbins, Cllr Helen Walton, Cllr Clare Watson, Cllr Jerry Roodhouse, Cllr Sally Bragg (Rugby BC)	Adult Social Care & Health OSC 12.10.2010	Complete	Recommendations were endorsed by ASC&H OSC on 12.10.2010 and forwarded to Warwickshire PCT and UHCW

Topic	Reports to Parent Committees	Status	Comments
Ante Natal and Post Natal Services for Teenage Parents Cllr Angela Warner (Chair) Cllr Carolyn Robbins, Cllr Claire Watson	Adult Social Care & Health OSC 8.12.2010	Complete	Recommendations endorsed by OSC on 8.12.2010. Cabinet 27.1.2011 agreed the recommendations.
Communication with the public and financial accountability Cllr Tim Naylor (Chair) Cllr Carol Fox, Cllr Julie Jackson, Cllr Clive Rickhards, Cllr Angela Warner	Overview & Scrutiny Board 20.07.2011	Complete	Phase 1 recommendations agreed by Cabinet 27.1.2011. Recommendations from Phase 2 agreed by OSB at meeting on 20.07.2011 and are being reported to Cabinet on 08.09.2011.
Public Service Reform Cllr John Ross (Chair) Cllr Jerry Roodhouse, Cllr Sid Tooth, Clive Parsons (Police Authority), Janet Smith (PCT)	Overview & Scrutiny Board 25.05.2011	Complete	Cabinet approved recommendations from Phase 2 at its meeting 30.06.2011.
Household Waste Recycling Centres Cllr Chris Davis (Chair) Cllr Richard Chattaway , Cllr Jeff Clarke, Cllr Barry Lobbett, Cllr Carolyn Robbins, Cllr Ray Sweet	Communities OSC 3.11.2010	Complete	Recommendations forwarded to the Strategic Director and being implemented.
Adult Social Care Prevention Services Cllr Claire Watson (Chair) Cllr Martyn Ashford, Cllr Jeff Clarke, Cllr Jose Compton, Cllr Carol Fox, Cllr Sid Tooth	Adult Social Care & Health OSC 24.1.2011	Complete	Overview and Scrutiny Committee endorsed the recommendations on 24.1.2011 and Cabinet agreed on 27.1.2011.
Discharge from Hospital and Reablement Cllr Jose Compton (Chair) Cllr Martyn Ashford, Cllr Robin Hazelton, Cllr Kate Rolfe, , Cllr Sid Tooth, Cllr Claire Watson	Adult Social Care and Health OSC 29 June 2011	Complete	Reported to OSC on 29.06.2011 and then on to Cabinet on 14.07.2011.
Supporting the Local Economy Cllr June Tandy (Chair) Cllr Richard Chattaway Cllr Peter Fowler, Cllr David Johnston, Cllr Tilly May, Cllr Chris Williams	Communities OSC 31.08.2011	Complete	Report and recommendations being considered by the Communities OSC on 31.08.2011.

Topic	Reports to Parent Committees	Status	Comments
Waste Disposal Cllr Richard Chattaway (Chair) Cllr Clare Hopkinson, Cllr Barry Lobbett, Cllr John Whitehouse	Communities OSC 31.08.2011	Complete	Report and recommendations being considered by Communities OSC on 31.08.2011.
Quality Accounts Cllr Dave Shilton (Chair) Cllr Peter Balaam, Cllr Jeff Clarke, Cllr Jim Foster, Cllr Sid Tooth, Cllr Angela Warner	Adult Social Care and Health OSC – 07.06.2011	Complete	Single Issue meeting held on 07.06.2011. The Committee's commentary on the Quality Accounts were circulated to providers following the meeting
Maternity Services Cllr Peter Balaam (Chair) Cllr Carolyn Robbins, Cllr June Tandy, Cllr Sonja Wilson, , Lesley Hill (LINK)	To be confirmed	Live	Waiting for NHS Warwickshire to confirm timescales for this consultation, the consultation is likely to start in the Autumn.
Older Adult Mental Health Services Cllr Jerry Roodhouse (Chair) Cllr Peter Fowler, Cllr Sid Tooth	To be confirmed	Live	CWPT have confirmed that this consultation will commence during the summer. The Task and Finish Group has held two initial meetings with CWPT, Arden Cluster and colleagues within Adult Social Services.
Post 16 Transport	To be confirmed	Live	Review to commence January 2012
Paediatric Cardiac Surgery Services in England Cllr Martyn Ashford, Cllr Peter Barnes, Cllr Sarah Boad, Cllr Richard Chattaway	This will be agreed "virtually" by the Adult Social Care and Health Overview and Scrutiny Committee	Live	The timescale for responses from HOSCs has been set at 5 October 2011

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Board
Date of Committee 14 September 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: Ann Mawdsley
Senior Democratic Services Officer
Tel: 01926 418079
annmawdsley@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 Appleton, Jeff Clarke, Les Caborn, Jerry Roodhouse June Tandy, John Whitehouse
- Cabinet Member For information Councillors: Colin Hayfield, Martin Heatley, David Wright
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Strategic Directors David Carter, Strategic Director Resources,
- 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 – 14 September 2011

Work Programme 2011

Recommendation

That the Overview and Scrutiny Board considers:

- the draft work programme at Appendix 1 and amends as appropriate
- whether a budget scrutiny should be undertaken and what form this should take.

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. Budget Scrutiny

The Board needs to consider whether to undertake budget scrutiny for the 2012/13 budget and in what form this should be done.

28 Forward Plan Items

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

Cabinet 13/10/2011

Proposed Transfer of Coleshill Youth Centre to Coleshill Band

At its meeting on 14 April 2011 Cabinet resolved to declare Coleshill Youth Centre surplus to WCC requirements, approve the pursuit of a possible transfer of the premises to Coleshill Band in accordance with the Council's Community Asset Transfer Protocol, and asked for a Business Case, giving full details of their proposals for the property, to be brought back to Cabinet to determine whether to support the transfer and, if so, on what terms. This report will bring the Business Case to Cabinet so that they can determine how to proceed.

Future Relationship with Schools

This report will update the Cabinet on the outcomes of the discussions of the O&S Committees and the results of the external consultation on the report sent to schools on the Future Relationship with Schools.

Strategic Commissioning Implementation Plan

This report asks Cabinet to consider and approve the Strategic Commissioning Implementation Plan. The Plan will support WCC to move “from a predominantly provider led traditional Local Authority model to a business led commissioning and enabling organisation”, as outlined in the 2011-13 Corporate Business Plan.

Strategic Delivery Plan

The Plan articulates the high level strategic vision and ambitions for the organisation and will be used to inform business unit and service planning, transformation activity, resource allocation & workforce planning

Capital Programme Variations

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.

Local Government Resource Review – Principles of a response to the consultation

To seek Cabinet’s approval of the principles that will underpin the authority’s response to the local government resource review’s proposals about business rate retention and to delegate the authority to the Head of Finance to respond to the consultation in accordance with the principles.

Disposal of Northgate South and the Butts, Warwick

Consideration of the future of Northgate South and The Butts, Warwick.

Declare Surplus and Dispose of Warwick and Brinklow Fire Stations

Consider Expressions of Interest and Disposal of Warwick and Brinklow Fire Stations

Cabinet 17/11/2011

Q2 Monitoring

Consider Expressions of Interest and Disposal of Warwick and Brinklow Fire Stations.

Cabinet 15/12/2011

Review of anti-fraud and corruption strategy

Reports the outcome of a review of the Council’s anti-fraud strategy.

Risk management Strategy

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

Capital Programme Variations

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.

28 **Dates of Future Meetings**

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

30 November 2011
25 January 2012
28 March 2012

Report Author:	Ann Mawdsley
Head of Service:	Greta Needham
Strategic Director:	David Carter
Portfolio Holders:	Councillors Hayfield, Heatley and Wright

August 2011

Overview and Scrutiny Board Work Programme 2011/12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
30 Nov 2011	Questions to the Portfolio Holders			√							
	Progress on Property Review (Steve Smith)	(6 monthly update)									
	Progress Report on Transformation of WCC (Phil Evans)	Progress report on changes made to the organisation									
	O&S Board Work Programme (Ann Mawdsley)										
	Proposals for Task and Finish Groups (Ann Mawdsley)										
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.										
Briefing Notes											
	One Front Door and Leaner Processes	To update O&S Board Members on this initiative. This was e-mailed to Members on 24-05-2011									