

# Overview and Scrutiny Board

**20 December 2011**

# Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **TUESDAY, 20 DECEMBER 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 14 September 2011**

---

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



## 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](mailto:annmawdsley@warwickshire.gov.uk) 5 working days before the meeting.

Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council staff are aware of the matter on which you wish to speak.

## 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. Performance Management

Phil Evans, Head of Service Improvement and Change Management, will give a verbal update on effective performance management and links to the overview and scrutiny process.

## 5. WCC's Transformation Programme - Achieving our Ambitions

The report sets out a proposal by which the Council will seek to deliver the transformation activities necessary and in particular outlines the review element of that transformation.

### Recommendation

Overview and Scrutiny Board are recommended to note and comment upon the report, attached as Appendix A, considered by Cabinet at their meeting on 17<sup>th</sup> November, 2011.

For further information please contact Phil Evans, Head of Service Improvement and Change Management, Tel: 01926 412293 E-mail [philevans@warwickshire.gov.uk](mailto:philevans@warwickshire.gov.uk).

## **6. Staffing reductions – reducing workforce numbers, maintaining capacity, training & development and staff morale**

The savings plan agreed over the three year period to 2014 includes significant staffing reductions, which at the outset included some 1,855 potential redundancies. This report describes progress in achieving these staffing reductions and the measures taken to ensure that capacity, training, development and morale are sustained during this period.

### **Recommendation**

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

For further information please contact Bob Perks, Head of Human Resources and Organisational Development, Tel: 01926 412027 E-mail [bobperks@warwickshire.gov.uk](mailto:bobperks@warwickshire.gov.uk).

## **7. Progress on Property Review**

This is a progress report building upon the initial report that introduced the work on the Council's programme of Property Review presented to the Overview and Scrutiny Board on the 30th November 2011..

### **Recommendations**

That the progress on the review of property be noted.

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

## **8. Big Society Fund Applications**

To enable the Overview and Scrutiny Board to comment on the funding applications received and decided upon.

### **Recommendation**

The Board is asked to:

1. Note the background and current position in relation to the allocation of the Fund
2. Consider the options for scrutinising the impact of the Fund in 2012/13.

For further information please contact Nick Gower-Johnson, County Localities and Communities Manager, Tel: 01926 412053 E-mail [nickgowerjohnson@warwickshire.gov.uk](mailto:nickgowerjohnson@warwickshire.gov.uk) or Monica Fogarty, Strategic Director for Communities. Tel: 01926 412514, email [monicafogarty@warwickshire.gov.uk](mailto:monicafogarty@warwickshire.gov.uk).

## 9. Work Programme and Scrutiny Review Progress Report

The Board is asked to consider the items it would wish to include in its future work programme and to consider the progress made in Task and Finish Groups.

### Recommendation

That the Overview and Scrutiny Board considers:

- the draft work programme at Appendix 1 and amends as appropriate
- Comments on the progress of the scrutiny reviews

For further information please contact Ann Mawdsley, Senior Democratic Services Officer, Tel: 01926 418079 email [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk).

## 10. Any Other Items

Which the Chair decides are urgent.

## 11. Dates of Future Meetings

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

**25 January 2012**

**28 March 2012**

Jim Graham  
Chief Executive  
Shire Hall  
Warwick

## Overview and Scrutiny Board 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, Chris Williams.

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

**Minutes of a meeting of the Overview and Scrutiny Board held on 14  
September 2011**

**Present:**

**Members:** Councillor John Appleton (Chair)  
“ Jeff Clarke (Vice Chair)  
“ Les Caborn  
“ Peter Fowler  
“ Barry Longden (replacing Councillor Tim Naylor  
for this meeting)  
“ Jerry Roodhouse  
“ John Ross  
“ 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)  
Councillor Derek Pickard (North Warwickshire Borough  
Council)  
Councillor Jim Shera (Rugby Borough Council)

**Other Councillors:** Alan Farnell, Leader  
Martin Heatley, Portfolio Holder Improvement and  
Workforce  
Heather Timms, Portfolio Holder Child Safeguarding,  
Early Intervention and Schools  
David Wright, Portfolio Holder Finance, Governance  
and IT

**Officers:** John Betts, Head of Finance  
David Carter, Strategic Director, Resources  
Tonino Ciuffini, Head of Information Assets  
Phil Evans, Head of Service Improvement and Change  
Management  
Graeme Fitton, Head of Transport and Highways  
Ann Mawdsley, Senior Democratic Services Officer  
Gary Phillips, Deputy Chief Fire Officer  
Janet Purcell, Democratic Services Manager  
Virginia Rennie, Group Accountant

**1. General**

**(1) Apologies**

Apologies for absence were received on behalf of Councillor  
Bernard Kirton, Councillor Tim Naylor (replaced by Councillor

Barry Longden for this meeting), Councillor Dave Shilton, Clive Parsons (Warwickshire Police Authority) and Councillor Colin Hayfield.

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

None.

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

The minutes of the meeting of the Overview and Scrutiny Board held on 20 July 2011 were agreed as a correct record and signed by the Chair.

**Matters Arising**

**Page 5 – 5. Relationship with Schools**

Councillor June Tandy noted that this report had been considered by the Children and Young People O&S on 1 September 2011 and referred to the summary of the Committee's discussions which had been forwarded to members of the Board, and to the suggested amendments to Recommendations R20 and R21 of the original report. She thanked Richard Maybey for his excellent summary of the debate.

Councillor Heather Timms noted that follow-up meetings were scheduled with all Headteachers this week, and a further report would be considered by the Cabinet in October.

There was a discussion regarding the different approach being taken by Academies on Local Authority Governors, and it was agreed that this should be included in the report on Academies scheduled to be considered by the Children and Young People O&S Committee on 14 December 2011. Councillor Heather Timms reminded members of the Board that this was not a statutory requirement.

The Chair noted that the results of the consultation would be reported to the Board.

**Page 6 – 7. Review of Communication with the Public and Financial Accountability – Stage Two Report**

The Chair stated that the report of the Task and Finish Group had been considered by the Cabinet on 8 September 2011 and the recommendations had been duly noted. It was agreed that he should have discussions with Councillor Alan Farnell to

resolve the issue of attendance by Cabinet portfolio holders at scrutiny meetings. This had happened, and a revised set of proposals was tabled and agreed. The Chair confirmed that Councillors Farnell, Hayfield, Heatley and Wright would attend all Overview and Scrutiny Board meetings. Councillor Richard Hobbs would attend Board meetings where flood risk management and emergency planning were being considered, and other Portfolio Holders would only attend by invitation.

In response to a query regarding Recommendation 2(b) (Holding all Councillors to Account), the Chair noted that the Member Performance Reference Group had agreed this recommendation, and suggested that this Group should appraise the Board of progress from time to time.

Members agreed that high priority e-mails should be clearly identified (Recommendation 2(b)) and that Recommendation 4 should be altered to a half day seminar for "senior officers to brief all members collectively and in political groups on the underlying financial position, emerging budget proposals and the implications of these on service users".

### **Page 7 - 10. Any Other Items**

Janet Purcell noted that in response to concern being raised at a number of meetings about the resourcing of Democratic Services and the reduced support of scrutiny, an e-mail had been sent to Members explaining the new structure, and the interviews for the two vacant positions (Team Leader and Democratic Services Officer) were scheduled for 23 and 30 September. She noted that there had been some real benefits to the restructuring in that Democratic Services was now one team supporting the whole democratic service through integrated committee administration and scrutiny roles. Everyone in the team had taken to their new roles and relished the challenge and she recorded her thanks to her staff for their enthusiasm and energy in "just getting on with their new roles" and asked that Members support the team and provide any feedback they may have on the new support.

## **2. Public Question Time**

None.



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

#### Councillor David Wright

1. Councillor Jerry Roodhouse asked Councillor Wright for his perspective on whether Warwickshire County Council could maintain the capital programme currently in place through the next financial year and beyond. Councillor David Wright responded that the management of capital debt was as important as other parts of the budget and if capital debt was allowed to get out of control the problems for the Council would increase. Councillor Roodhouse stated that managing capital debt would be challenging to maintain, and asked whether there was likely to be any slowing down or stopping, as the capital programme was causing more concern than revenue, and both areas were equally as challenging. Councillor Wright agreed that it was a challenge, but that it was part of managing the programme.
2. Councillor John Whitehouse stated that interest on borrowings was included in revenue costs, but that the capital budget included an amount of unallocated budget expenditure. He added that possible bids had been invited against this unallocated amount, and asked whether any of these bids had been successful. Councillor David Wright did not have details to hand.

*[Administrative Note: Members of the Board were subsequently informed that no decisions had been made in relation to this money, other than those agreed at Council for NUCKLE and Stratford Parkway.]*

#### Councillor Martin Heatley

3. Councillor Jerry Roodhouse asked Councillor Martin Heatley for an update on the request that had been made to him at the last meeting of the Board to provide a report on staff capacity, training and career development and staff morale. Councillor Heatley noted that he was in receipt of an interim report, which he agreed to share with Members of the Board. He said that progress was being made in these areas, as expected, and that a report would be brought to the next meeting.
4. Councillor Jerry Roodhouse asked Councillor Martin Heatley how many letters of risk were still outstanding and whether there was another round of voluntary redundancies and job reductions planned for the next cycle. Councillor Martin Heatley noted that approximately two thirds of the target of 750 redundancies/retirements had been achieved to date, and that this information would be included in the report referred to in 3. above.

The Chair thanked the Portfolio Holders for their responses.

#### **4. Refocusing our approach to Resourcing our Priorities**

Phil Evans, Head of Service Improvement and Change Management introduced the report establishing the approach to developing a Strategic Delivery Plan for the Organisation, including Medium Term Financial Planning and the Budget.

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

1. Members noted their concern that no account had been taken of scrutiny in the process. There was agreement that scrutiny did not have a role in the setting of the budget, which was better placed through political groups, but it was felt that the budget-setting process needed to be open and transparent. The value of scrutiny would come into play in scrutinising the consequences of the budget.
2. Members would be asked on Council Day to approve a strategic delivery plan and the budget, and Overview and Scrutiny needed to be informed of the objectives of the organisation, that the budget would be setting out to deliver. Members welcomed the revision of the timetable so that the budget followed the strategic delivery plan, which had been raised as a concern in previous years.
3. Members noted the constitutional difficulties arising from performance falling under the remit of the Audit and Standards Committee.
4. There needed to be pragmatic engagement with Members through this process, both in and out of formal meetings.
5. There was some discussion around language used within the report and Officers undertook to ensure that use of jargon was minimised in the future.

The Overview and Scrutiny Board agreed to:

- Note the revised approach to planning for the Organisation approved by Cabinet on the 14 July.
- Note the work underway to reframe the Performance Management Framework.
- Receive feedback from the Performance Member Group to the November meeting.
- Receive the final report, with full measures and targets had been built in, in January 2012, before consideration by the Cabinet, to allow for the Board to comment on the report.

#### **5. Treasury Management Monitoring Report 2011/12**

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

Members requested that future Treasury Management Monitoring Reports include levels of capital borrowing and the revenue impact of current capital borrowing.

The Overview and Scrutiny Board endorsed the report.

## **6. ICT Strategy and Savings**

Tonino Ciuffini, Head of Information Assets introduced the report updating the Board on the progress of the ICT Strategy and savings targets.

During the ensuing discussion the following was noted:

1. Members welcomed the report and the move towards cloud based services, which allowed easier sharing of information and the ability to access information from anywhere.
2. In response to a query about where Warwickshire ranked as a county on broadband speed and users, it was noted that Warwickshire was typical with approximately 11% not having 2 megabytes of broadband. It was noted however, that although the Local Authority was not responsible for delivering broadband into the community, the County Council was looking to use its network to improve broadband services across the county.
3. There were areas such as Govconnect and social worker databases that would not be included in the cloud.
4. Warwickshire County Council was doing a lot of trailblazing for the Government in this work, which brought benefits to the Council in working closely with different sectors on areas such as security and data protection.
5. Members noted their concern about the security of confidential information.
6. There continued to be a challenge in balancing ease of use against security of managing with the delivery of IT. Training was available for Members where needed.

The Overview and Scrutiny Board endorsed the progress of the ICT Strategy and savings activities.

## **7. 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 updated the Board on the Task and Finish Group that had been set up “virtually” to consider the Paediatric Cardiac Surgery Services in England.

During the discussion of the report, the following points were raised:

1. Councillor Barry Longden had replaced Councillor June Tandy on the Maternity Services Task and Finish Group.

2. There had been an officer capacity issue to support the Older Adult Mental Health Services Task and Finish Group. This had been resolved and the TFG was now back on track.
3. Councillor Bill Gifford introduced a briefing note on Anti-Social Behaviour and Mental Health. It was agreed that this would be considered alongside the Mental Health Strategy report early in 2012. The briefing note would also be forwarded to the Older Adult Mental Health Services Task and Finish Group for their consideration.
4. Members noted that some task and finish groups were driven by external influences, particularly from the Adult Social Care and Health O&S Committee, and noted the need for a better understanding of what the capacity of the new Democratic Services environment would be to support this work.
5. Members agreed that task and finish groups provided good value and that there needed to be more rigorous monitoring of recommendations.

The Overview and Scrutiny Board endorsed the progress on scrutiny reviews.

**8. Work Programme 2011-12**

The Overview and Scrutiny Board agreed the work programme.

**9. Any Other Items**

None.

**10. Dates of Future Meetings**

Agreed.

.....  
Chair

The Board rose at 4:25 p.m.

## Item 5



## Overview and Scrutiny Board 20 December 2011

### WCC's Transformation Programme - Achieving our Ambitions.

#### Recommendation

Overview and Scrutiny Board are recommended to note and comment upon the report, attached as Appendix A, considered by Cabinet at their meeting on 17<sup>th</sup> November, 2011

#### 1.0 Key Issues

- 1.1 Overview and Scrutiny Board requested an update on the transformation programme and the attached report outlines how the County Council proposes to fundamentally review all functions over a three year period and how it will seek to maximise the outcomes being achieved for Warwickshire.

#### 2.0 Implementation Proposals

- 2.1 The report also sets out a proposal by which the Council will seek to deliver the transformation activities necessary and in particular outlines the review element of that transformation.

#### 3.0 Timescales Associated with the Decision/Next Steps

- 3.1 Officers will provide a verbal update at the meeting following consideration of the report at the Cabinet meeting on 17<sup>th</sup> November 2011.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Phil Evans	<a href="mailto:philevans@warwickshire.gov.uk">philevans@warwickshire.gov.uk</a>
Head of Service	Phil Evans	<a href="mailto:philevans@warwickshire.gov.uk">philevans@warwickshire.gov.uk</a>
Strategic Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Martin Heatley	<a href="mailto:martinheatley@warwickshire.gov.uk">martinheatley@warwickshire.gov.uk</a>

## Cabinet 17<sup>th</sup> November 2011

### WCC's Transformation Programme - Achieving our Ambitions.

#### Recommendation

Cabinet are recommended to:

- Endorse the overall approach to transformation outlined within the report
- Approve the schedule for reviewing all Council Services over the next three years as detailed within 2.2
- Agree the basis for functional review as set out in 2.3
- Agree the principles and associated design criteria associated with the review process as detailed in 2.4
- Endorse the organisational arrangements to be put in place to deliver the transformation agenda as set out in 2.6

#### 1.0 Key Issues

- 1.1 Like many authorities, the County Council has and continues to face significant financial pressures and the key challenge for the Council is to focus shrinking resources on achieving improved outcomes. Whilst this is a challenge, it also provides an unprecedented impetus and opportunity to review the success of the County Council in achieving its aims and ambitions. It also provides an opportunity to actively involve stakeholders in the process of redesigning functions where ambitions are not being achieved with the simple aim of improving outcomes for the citizens of Warwickshire.
- 1.2 This report outlines how the County Council will deliver its ongoing transformation agenda, how it will fundamentally review all functions over a three year period and how it will seek to maximise the outcomes being achieved for Warwickshire.
- 1.3 The report sets out how all major change will be managed in a coordinated way across the organisation. The report explains how a single process will seek to test, via a series of gateways, whether services are meeting the Council's ambitions; how they can be best improved, including, if necessary, the consideration of alternative ways of delivering them and how the Council will cease undertaking functions which are no longer a priority. The report sets out the principles associated with the proposed review process and in particular highlights the need to engage with citizens, service users, customers, delivery partners, staff and other stakeholders to consider how the ambitions of the Council can be better achieved.
- 1.4 Given the challenges facing the County Council the Council committed in February 2011 to become a "business led commissioning organisation", and has set out the ambition to "redesign all services" over the next three years.



1.5 Following this commitment work has been undertaken to:

- Develop a view of what being a business led commissioning organisation means for Warwickshire.
- Develop an approach to systematically review all services over the next three years.
- Understand existing and planned transformation already underway and identify the progress of the organisation's transformation journey.
- Develop clear roles, responsibilities and organisational arrangements to manage transformation moving forwards.

1.6 This work has resulted in a number of outputs, notably including:

- Refocusing of the activities of Strategic Directors Leadership Team (SDLT) into acting as the Programme Board for transformation with a consequential renaming of SDLT as the Corporate Board.
- Establishing a single channel for managing future major change within the organisation.
- Developing a comprehensive Implementation Plan that sets out steps to be taken to deliver the service review element of the transformation activity.
- Forming a Corporate Programme Management Office to drive the transformation forwards on a one organisation approach.

1.7 These actions and outputs are required to deliver the next stage of implementing our transformation journey in an efficient, effective and timely manner.

## **2.0 Implementation Proposals**

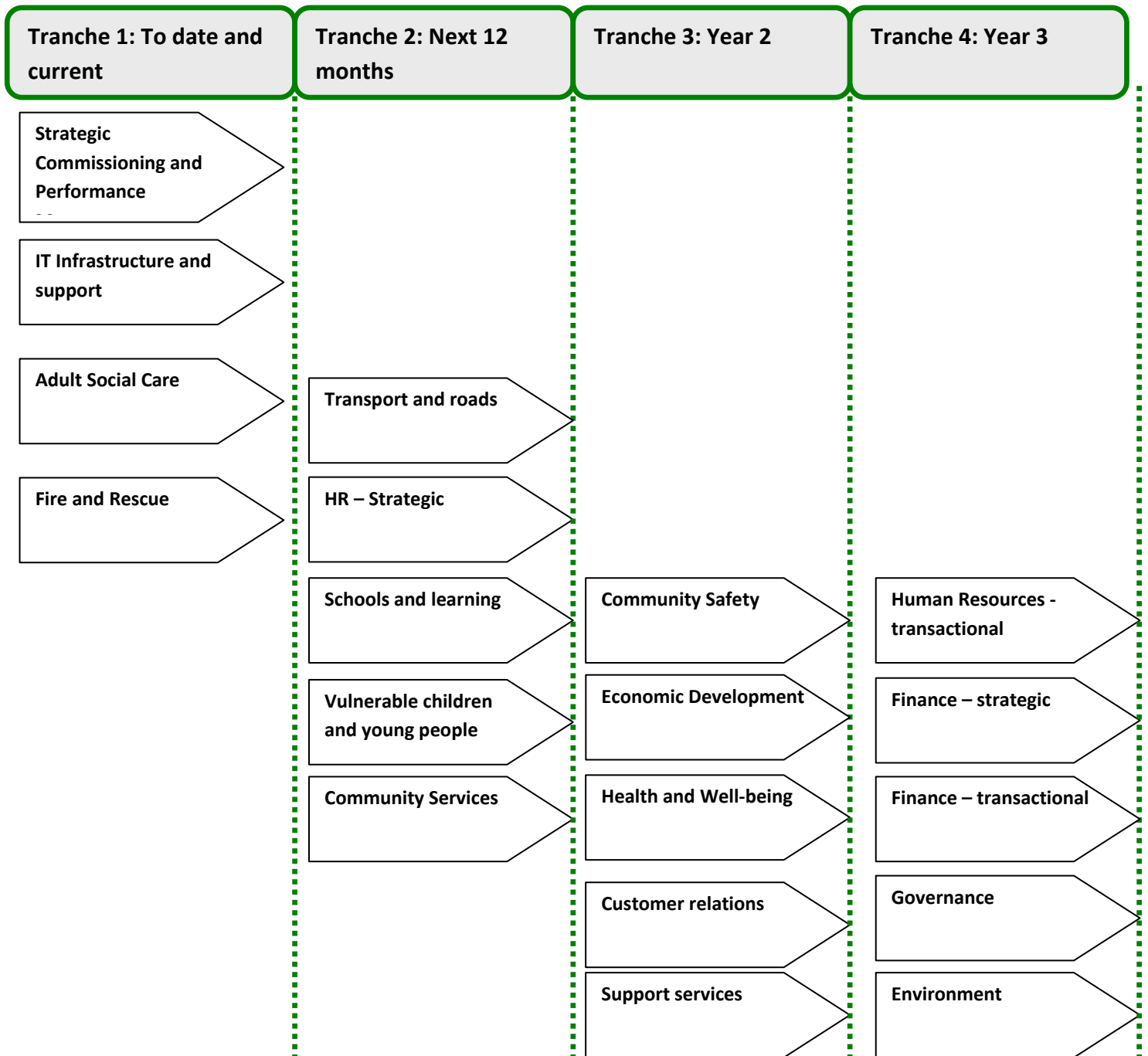
2.1 This section of the report sets out a proposal by which the Council will seek to deliver the transformation activities necessary and in particular outlines the review element of that transformation.

### **2.2 Grouping and Sequencing of Functions for Review**

2.2.1 As set out within 2.1 the County Council has committed to review the entire organisation over a three year period. Given the size, scale and complexity of County Council there is a need to programme the sequence of review activity to be undertaken. The proposed schedule of reviews are detailed in figure 1 below and Cabinet are requested to approve the schedule of review activity.

2.2.2 It should be noted that the 'bundling' of functions is based primarily upon shared outcomes. The descriptors used for each bundle aim to give a 'sense' of function and does not directly correlate to the current organisational arrangements. Further detail as to the exact nature of service activity functions within each bundle, and more detail as to the rationale of the 'bundling' is detailed within the Implementation Plan which will be made available upon request.

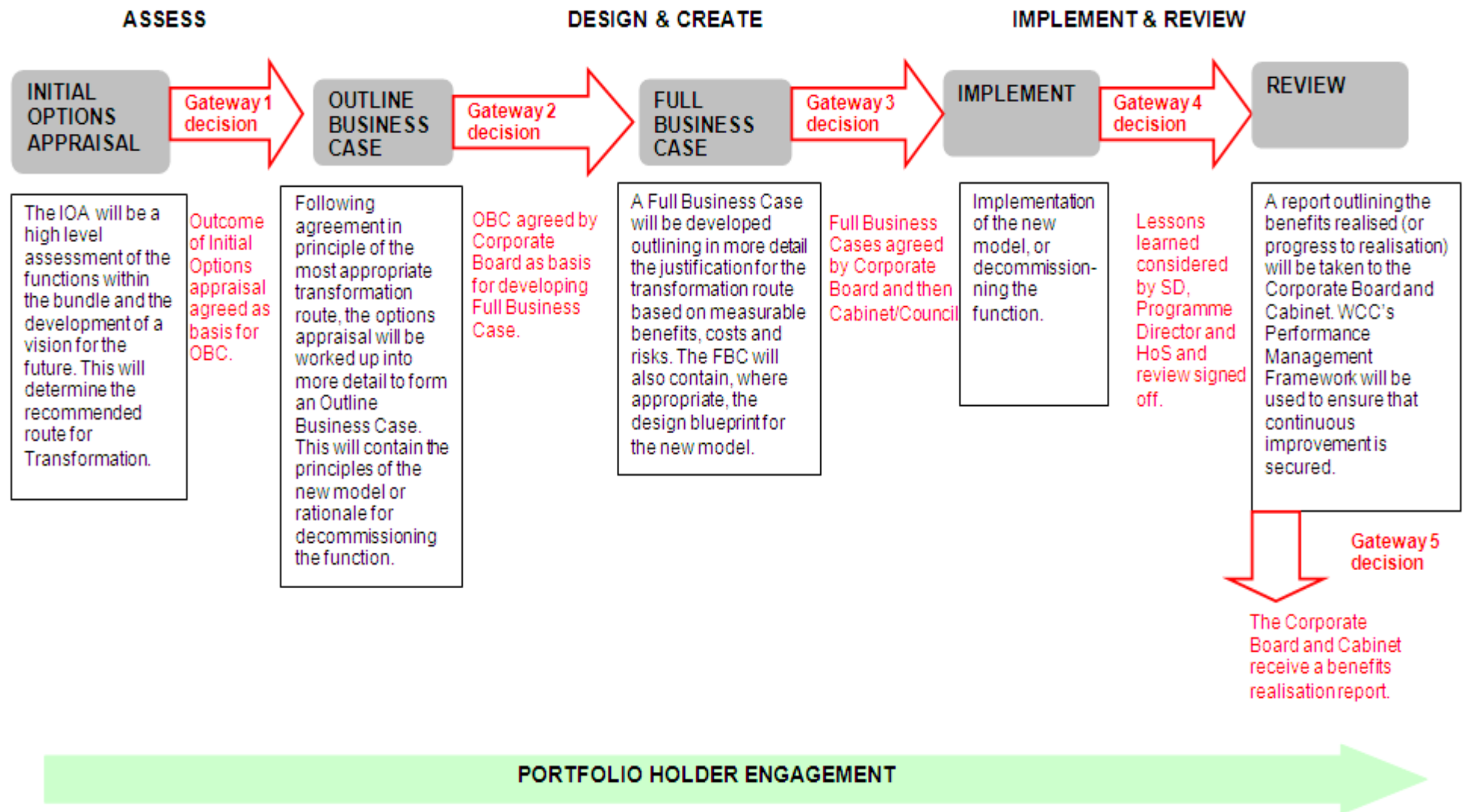
**Figure 1- Review Schedule**



**2.3 Functional Review Process**

2.3.1 The process by which it is intended to review, systematically, the entire organisation over a three year period is designed around a ‘gateway’ process which provides for opportunities to consider and reflect before making key decisions. An outline of the proposed process showing the various stages and each ‘gateway’ is detailed within figure 2 below. Cabinet are requested to consider and agree the review process set out further within this section.

**Figure 2 – Review Process**



2.3.2 The key decision is the decision by elected Members at Gateway 3 to implement a full business case for each service

2.3.3 The reviews will be predicated around five themes\*<sup>1</sup>:

- **Centred on people:** putting people and communities at the heart of the process, ensuring they are engaged in the design and delivery of services.
- **Collaborative** : developing a three-way relationship between commissioning organisations (including the Council's partners), providers of services, and our communities.
- **Better evidenced through deeper analysis** : using market intelligence, needs analysis, commercial awareness and options appraisal to look at all delivery options which will deliver improved outcomes for the people of Warwickshire.
- **Sustainable:** Focusing on quality and value for money so that the best outcomes can be achieved within the resources available.
- **Challenging:** incorporating constructive challenge into the review process, including options appraisal, cost and performance measures, and potential to realise desired outcomes.

2.3.4 The approach developed to review services is relatively simple and can be summarised as "Assess, Design & Create, Implement & Review".

2.3.5 Stage 1: Assess

An Initial Options Appraisal will be completed for each functional bundle (see 3.5 and 3.6). It is at this stage that the most appropriate route for transformation is identified from the following options:

- Redesign and improve,
- Consider different ways of delivering a service (via a strategic commissioning review), or
- Decommission services no longer deemed a priority.

The route for Transformation will be determined based upon an evidence based analysis seeking to test:

- Whether a function is achieving the Council's desired outcome(s).
- Whether the function remains a priority for the organisation.

2.3.6 A high level vision for the function(s) will be developed and initial benefits identified. Following agreement in principle of the most appropriate route for transformation, the Initial Options Appraisal will be worked up into more detail to form an Outline Business Case.

---

<sup>1</sup> Principles based on *Improving the strategic commissioning of public services: a joint LGA/CBI vision* – June 2008

### 2.3.7 Stage 2: Design and Create

2.3.8 Following agreement by the Corporate Board, in consultation with the relevant Portfolio Holder, of the Outline Business Case, a Full Business Case will be developed outlining in more detail the justification for the transformation route based on measurable benefits, costs and risks and the future design.

2.3.9 The Full Business Case will be considered by the Corporate Board and then by Cabinet/Council. (It is expected that Council will only consider issues outside the agreed budget and policy framework).

2.3.10 It is recognised that in the early stages of the programme there will be functional bundles or parts of bundles for which stages of review have already been carried out. There will be a need to ensure that the outcomes of existing work are captured and encapsulated within the overall programme approach whilst not giving rise to any delay in delivering agreed actions.

### 2.3.11 Stage 3: Implement and Review

2.3.12 Implementing the new model, or decommissioning the function will be undertaken in accordance with the arrangements as detailed within the Full Business Case

2.3.13 Once the new model has been implemented or the function decommissioned, a report outlining the benefits realised (or progress to realisation) will be taken to the Corporate Board and Cabinet. WCC's Performance Management Framework will be used to ensure that continuous improvement is secured.

2.3.14 Whilst it is likely that benefits will vary from review to review, the following generic benefits of the programme have been established:

- The successful delivery of the ambitions and aims and outcomes in the Corporate Business Plan 2011-2013
- Empowered communities that play an active role in shaping the delivery of services
- Services focused on addressing need
- Efficient and sustainable use of our resources
- Strong partnerships across a range of sectors
- Stakeholders influencing and informing the re-shaped service offer for our customers
- Decisions to commission or decommission services have been taken within a transparent and evidence based framework
- Supporting the delivery of medium term savings targets

2.3.15 A key element of the review process will be to capture and report on benefits realised and post implementation 'lessons learnt', so that the Council can review the effectiveness of the programme.

2.3.16 Given the significance of the outlined review programme, individual members of Corporate Board will directly lead the review process. A second member of Corporate Board will act as a 'critical friend' to each review. Corporate Board members will be supported in this process by Heads of Service and Senior Managers from across the organisation. Portfolio Holders for the functions subject to review will be actively engaged within the review process from inception and all formal decisions emanating from the review process will be subject to the Council's constitutional arrangements including those applicable to Overview and Scrutiny.

## 2.4 Principles underlying Review Process

2.4.1 Fundamental to the review process will be the 'evidence base' incorporating a better understanding of:

- The needs of our customers
- What others are doing
- What we are doing and how we perform in comparison to others

2.4.2 Specifically the first two stages of the review process (the assess and design/create stage) requires the application of principles in order against which potential service re-designs can be tested. In consultation with Portfolio Holders the following overriding principle and associated design criteria has been developed and is now presented for formal approval:

*WCC as a commissioning authority will, by default, consider all alternative delivery models based on the following criteria:*

- *Alignment to political ambitions and outcomes*
- *Provide efficient quality services within the resources set out in the Medium Term Financial Plan*
- *Use open and consistent processes that are sufficiently flexible to meet the needs of Warwickshire*
- *Engage and involve service users and communities in commissioning decisions*
- *Look beyond the immediate needs to consider long term impact*
- *Assume that the current approach to service delivery is not the best value that can be achieved*
- *Develop the capacity and capability of the organisation to commission services*
- *Engage with providers and work constructively to develop innovative, effective and good value solutions*
- *Decommission services where necessary*

2.4.3 It is considered appropriate at this point to re-affirm that the proposed process is not in any way 'code' for outsourcing or privatisation. It is the way that the Council proposes to review how our functions are to be delivered in the future. Whilst this review process could result in different ways of doing things, or by existing functions being delivered by others, that is not in itself an objective which has been set. The Council wishes to ensure that outcomes are best achieved and maximised; that market and customer intelligence is used to inform service design and delivery and that change is delivered at pace. It is considered imperative to test current delivery methods against alternative options so as to ensure that all opportunities are robustly scrutinised.

## 2.5 Existing Activity

2.5.1 Over and above the three year programme of reviews, a raft of change and improvement activity is already underway, and the review process outlined above seeks to complement and run parallel to that activity. It is vital that existing activity is not delayed and indeed it is crucial to the Council's MTFP that activity continues at a pace. The operation of a Corporate Programme Management Office (CPMO) as detailed in 3.6.2 below, will however allow full visibility of all major change and transformational activity across the organisation so that interdependencies are effectively managed. Given the change activity already underway across the Council a principle of recognising and allowing for existing change to deliver benefits will need to be established – this in turn should avoid significant reviewing of recently reviewed activity. Care will be needed though to ensure that the expected benefits of previous change activity is being or will be delivered.

## 2.6 Organisational Arrangements to Support Delivery

2.6.1 As outlined earlier within the report there is a need to consider how best the approach can be taken forward on a one organisation approach. The proposal is that Corporate Board act as the Programme Management Board for the Council's transformation and all major change across the organisation is visible to Corporate Board. Corporate Board will make a determination as to which individual projects and constituent programmes are to be managed 'locally' within Groups and which are to be subject to a direct 'overseeing' role by Corporate Board. Corporate Board will work closely with elected members to deliver the programme. Portfolio Holder(s) will be involved in all relevant reviews and the key decision on how a service is to be commissioned will be taken by Cabinet.

2.6.2 A small Corporate Programme Management Office (CPMO) will be created, using existing resource and will consist of an experienced programme manager, dedicated programme officers and programme administration. The role of the CPMO will be two fold, firstly to support the individual reviews, specifically in relation to application of appropriately challenging review methodology and also to ensuring that an appropriate programme approach is employed in order to maximise the prospect of achieving significant benefits to the organisation.

2.6.3 Cabinet are asked to endorse the organisational arrangements that will be put in place to support the delivery of the transformation agenda.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Emma Curtis Julie E Smith	<a href="mailto:Emmacurtis@warwickshire.gov.uk">Emmacurtis@warwickshire.gov.uk</a> <a href="mailto:julieesmith@warwickshire.gov.uk">julieesmith@warwickshire.gov.uk</a>
Head of Service	Phil Evans	<a href="mailto:philevans@warwickshire.gov.uk">philevans@warwickshire.gov.uk</a>
Strategic Director	Jim Graham David Carter Wendy Fabbro Monica Fogarty	<a href="mailto:jimgraham@warwickshire.gov.uk">jimgraham@warwickshire.gov.uk</a> <a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a> <a href="mailto:wendyfabbro@warwickshire.gov.uk">wendyfabbro@warwickshire.gov.uk</a> <a href="mailto:monicafogarty@warwickshire.gov.uk">monicafogarty@warwickshire.gov.uk</a>
Portfolio Holder	All	

## Item 6





## Overview & Scrutiny Board

20 December 2011

### Staffing reductions – reducing workforce numbers, maintaining capacity, training & development and staff morale

#### Recommendation

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

#### 1.0 Background

- 1.1 The County Council's Corporate Business Plan 2011-13 includes, as part of the Transformation 2013 programme, an aim to "downsize the organisation by at least 20% of activity by 2013 to meet budget and resource pressures.
- 1.2 Reflecting this level of reduction, some 86 separate savings proposals, which have subsequently been incorporated into the Council's budgetary planning through to 2013/14, were made available to elected members, staff and the trade unions on 2<sup>nd</sup> November 2010.
- 1.3 Of these proposals, 56 included staffing reductions - a schedule of these is set out at Appendix A. These original proposals identified a potential 1,855 redundancies over the three year period to 2013/14.
- 1.4 On 20<sup>th</sup> July 2011, Councillor Martin Heatley undertook to report back to this Board on the implications of the subsequent staffing reductions that have taken place this year, and are planned over the next two years, particularly in relation to capacity, training and development and staff morale.

#### 2.0 Effecting staff reductions

- 2.1 Attached at Appendix B is an updated schedule of staffing reductions that have taken place, or are planned, in order to deliver the Council's savings proposals.
- 2.2 This updated schedule shows that the current actual or potential number of staffing reductions over the three period is 1,549 posts – some 306 less than originally identified. This difference is explained largely by the refinement of original savings proposals – for example the changes made to the original

proposals for the Youth Service or the decision to dispose of residential care homes rather than implement closure.

- 2.3 Appendix B shows that the total number of actual or potential redundancies over the three year period is now anticipated to be 1,166.
- 2.4 For 2011/12, the number of redundancies are separately described as 'voluntary' and 'compulsory'. This is a helpful but imprecise description since, in some cases, the distinction is an artificial one. For example, the closure of two homes for elderly people (ASC-09) necessarily meant that all staff working in those establishments became 'compulsorily' redundant. However, anecdotal evidence suggests that a proportion of those 66 staff made redundant would otherwise have volunteered to do so if the opportunity arose.
- 2.5 Further reductions were achieved, without the need to implement compulsory redundancies, by redeployment, the deletion of vacancies created by natural turnover and early retirement. The latter option was assisted by the decision of Staff & Pensions Committee in October 2010 to make an 'early retirement' offer to eligible staff. Some 143 staff have taken up this option to retire between January 2011 and December 2012 and in so doing have created post savings or redeployment opportunities.
- 2.6 The fact that 57 staff, who would otherwise have been made redundant have been redeployed to vacancies elsewhere within the County Council has also been helpful.
- 2.7 An example of the redeployment process working well is that of an employee whose post became redundant as a result of changes associated with the LEP. Rather than leaving as compulsorily redundant, the employee concerned utilised other skills and qualifications to become the Council's Staff Care Officer, replacing the existing post holder who was very close to normal retirement age.
- 2.8 It can be seen from Appendix B that 466 potential redundancies have been identified over the next two years. Again, it is likely that the actual numbers in each year will be lower, and that where redundancies do occur, a significant proportion will be 'voluntary' rather than 'compulsory'. However, it is reasonable to suppose that the proportion of staff volunteering to take redundancy will decline, as the pool of staff able and willing to leave or retire early diminishes.

### **3.0 Maintaining capacity**

- 3.1 Understandably, the scale of staffing reductions has generated concerns about the capacity of the Council to deliver services – both in terms of numbers of staff and the loss of knowledge and experience that inevitably accompanies a 'downsizing' exercise on this scale.

3.2 With 56 separate staffing reduction exercises, there are, of course, a variety of ways in which the loss of numbers of staff is being accommodated. Broadly, these fall into seven main categories, as follows,

- Where staffing reductions reflect the **scaling back or cessation of activities**, capacity issues should be straightforward to address. So, for example, the closure of the Education Business Partnership (EE-SC-05) or the closure of two Homes for Elderly People (ASC-09) mean that the reduction in capacity should match the reduction in service. Similarly, the scaling back of services in the Youth Service (CY-S-06) or the implementation of the Library Service Transformation Programme (CW-CC-02) allows a proportionate decrease in staffing to be calculated.
- The **transfer out** of services also allows staffing capacity to be reduced to reflect services that are no longer directly provided – for example in domiciliary or homecare services (ASC-04) and (ASC-05).
- A number of savings proposals, particularly in the former Children Young People and Families directorate, rely upon the extent to which **services can be ‘traded’** with schools – for example in the County Music Service (CY-S-04). This will allow those services to match their staffing capacity to the level of business that is won.
- In some areas, capacity has been maintained with fewer staff through **sharing services**. This is the case, for example, in the LEP (EE-SC-01) where joint working has enabled us to reduce staffing without affecting services, and in Emergency Planning (EE-TS-01) where we are now sharing management with Coventry and Solihull.
- There are also many areas where **improved systems**, including ICT improvements, have allowed staffing capacity to be reduced without affecting services. This is the case, for example, in financial services (RE-FI-01, 03 & 04) and the HR Service Centre (CW-WS-05).
- Wherever possible reductions have been made through **management ‘de-layering’ and the removal of duplication**. So, for example, management posts have been reduced in Fire & Rescue (FR-05).
- Finally, the effects of the staffing reductions themselves have consequential effects on the **level of support services** required. For instance, it will be possible to reduce capacity within parts of the HR function (CW-WS-03 and CW-WS-05) as the overall size of the workforce reduces.

3.3 The loss of knowledge and experience caused by the departure of a relatively large number of very experienced staff over a short period does pose a challenge. However, the time scale available to us in implementing the savings proposals, and in particular the phasing in of early retirement (see paragraph 2.6 above) has allowed for succession planning and training and development support to be implemented. The latter is described in more detail in the following section.

## 4.0 Training & Development

4.1 Training and development support has focussed on two areas,

- support to those displaced by the savings proposals. This has been important not only in doing everything that we can to support those who lose their existing jobs, but also in maintaining general staff morale. Using the experience of other organisations, we have worked on the basis that the morale of those who remain with the organisation is influenced by the manner in which we deal with those whose jobs are lost.
- building the future capacity of the workforce. In particular, it is important that notwithstanding the current workforce reductions, the remaining staff have access to support that enables them to develop their careers and progress into leadership and managerial roles.

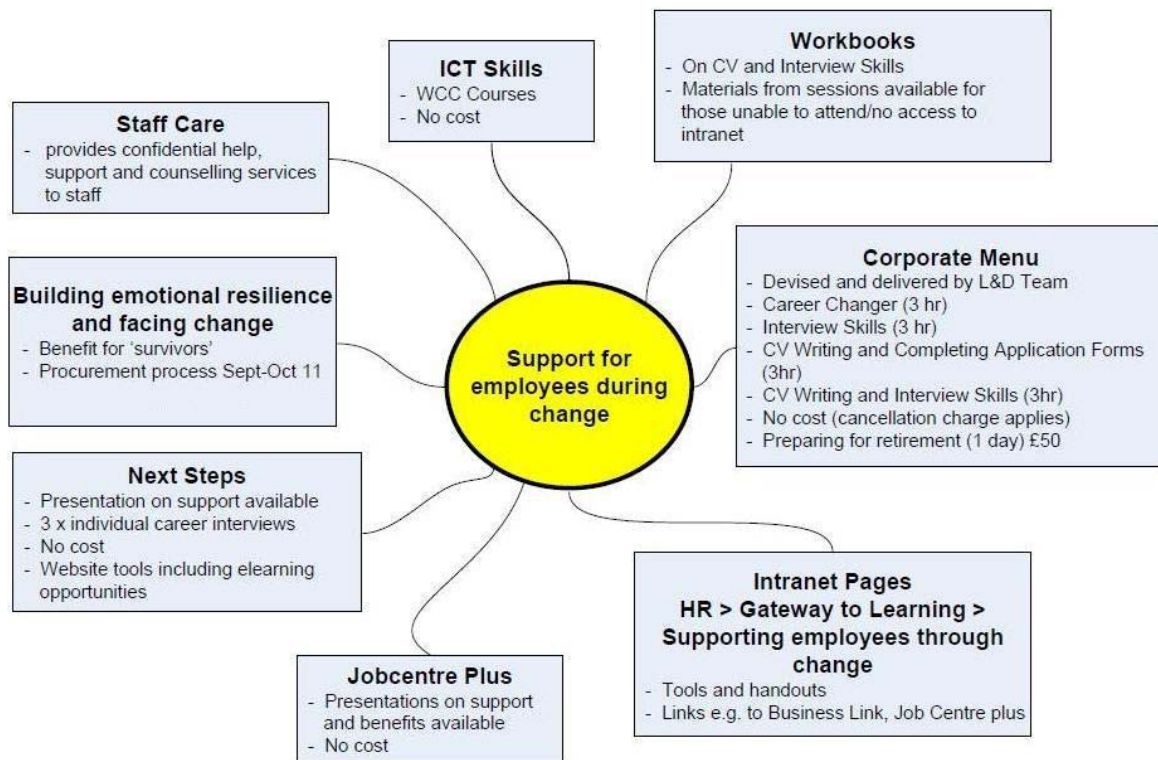
### 4.2 Support to displaced staff

As soon as the likely financial position of the Council became apparent, the corporate Learning and Development team designed and produced a comprehensive package of support for displaced staff and newly formed teams, including,

- Career Changing Courses
- CV Writing, application and interview skill workshops
- Customer Service training
- Assertiveness courses and
- Developing successful teams.

Where reorganisation has taken place within a service and new teams have been formed, the Learning and Development Team have worked with managers and staff to bring the new team together so that they perform effectively as a team as quickly as possible.

The diagram below summarises the support available to employees affected by change:



These opportunities are available across the organisation and in the case of those provided by Next Steps and Jobcentre Plus are free of charge to the Council.

In addition, service specific support is being given in areas of significant change. For example, a Job Fair with external providers and a conference on business opportunities within the new service model for people with learning or physical disabilities (ASC 01 & 12).

#### 4.3 Building future capacity

- As the Council restructures and existing managers move on, a strengthened programme of learning & development has been established to help those with new management responsibilities or who have aspirations to develop their careers. The diagram below presents some of the opportunities provided at each level of succession planning for leadership. In particular, the High Potential Development Scheme has been designed and developed to help prepare staff for senior management roles.

## Management Development – At A Glance

Friday, August 12, 2011



For further information on any of the above activities / programmes please see Gateway to Learning on the HR Intranet pages or contact a member of the Corporate L&D team on 01926 476805

Page 1

- In addition, the phased basis upon which staffing reductions are taking effect is providing an opportunity for shadowing, secondment or succession arrangements to be applied in order to ensure as smooth a transition as possible.
- It is equally important that other staff who will be remaining as part of the workforce have the opportunity to continue to have access learning & development opportunities. At a corporate level, a comprehensive 'menu' of training opportunities is in place – this has not been reduced in the current financial climate. This was reinforced recently by a 'learning at work month' during which all employees were given the opportunity to attend training and advice sessions on topics such as personal development, health and wellbeing and career and management development. The sessions provided were designed as a result of feedback from staff who had attended previous events. Staff were encouraged to take a break from their daily routine to learn new skills, gain information and to meet with employees from other sections of the Council to share experiences.
- Apprenticeships are also being used as a mechanism of providing opportunities for those who are changing careers and to ensure that we are contributing towards the development of young people and adults to become the qualified workforce of the future.
- Service specific events have included 'team building' events for 'survivor' teams in adult social care and, in conjunction with Warwickshire Children and Voluntary Youth Services, a programme to develop the skills and knowledge of staff working with young people. The latter, which has led to 19 staff

gaining advanced apprenticeships, 25 staff undertaking foundation degrees and 8 staff working on post-graduate training, won the national award for 'talent attraction and management' from the Chartered Institute of Personnel & Development.

The Council's commitment to maintaining its commitment to developing its workforce is also demonstrated by the decision to seek re-accreditation of its 'Investors in People' status – requiring us to demonstrate that we regularly measure the performance of staff, analyse training needs and provide development opportunities.

## 5.0 Staff morale

5.1 It would, of course, be very surprising if the overall morale of the workforce had not been affected by the financial difficulties that the Council faces and the wider economic climate. However, while it is clear that staff morale is suffering, there is reasonable cause for optimism that we are faring somewhat better, and certainly no worse, than other organisations in a similar position.

5.2 The following are seen as useful indicators of our relative position,

- **the corporate staff survey** was undertaken in September / October 2010, at a time when the gravity of local government finances had become clear but before there was clarity about where savings proposals would fall. The Council was also about to embark on a fundamental restructuring – a process that inevitably affects confidence and security in the short-term.

Compared with the previous survey, the results did indeed show a decrease in staff satisfaction compared with the previous survey undertaken in 2009. However, of 49 indicators only 14 showed a significant decrease.

Moreover, for 30 out of 37 indicators upon which a direct comparison can be made with other organisations, the County Council scored higher than the median score for comparator employers.

The next corporate staff survey will be undertaken in the summer of 2012. In the meantime, specific activity is being focussed on those areas where our scores had dropped – particularly in relation to the management of change and the provision of development opportunities.

- **absence figures** can be a good indicator of staff morale, particularly where morale is poor and absence figures correspondingly high. The most recent picture of staff absence levels, reported to Staff & Pensions Committee only last month, shows a slight increase in absence levels, at 8.8 days average annual absence per employee, but still well below the average of 10.3 days for local government as a whole.

Stress and mental well-being has, however, overtaken musculo-skeletal problems as the most frequent reason why staff are absent. A focus has, therefore, been placed on offering support to staff who are suffering from



stress. A series of training sessions is being delivered to managers, based on legislation, case law and the HSE management standards, to complement guidance and assessment tools that have been made available to managers.

- **employee relations** is also a useful indicator of how staff feel about the current position. While it would be foolish to be complacent about the good relations that we currently enjoy with the unions, we have nevertheless avoided the type of localised industrial action that some other authorities have experienced in implementing savings.

While there may be a number of reasons for this, the emphasis that has been put on maintaining a dialogue with staff and unions, and affording the unions time and facilities to carry out their responsibilities would seem to have been important factors.

5.3 Notwithstanding the current pressure on resources, a number of activities aimed at maintaining staff morale and motivation have continued to be delivered on an unreduced basis, as follows,

- as described above, **learning & development** is continuing to be offered as a means of preparing for the future, including new or strengthened programmes aimed specifically at building leadership and management capacity for the future.
- **staff communications**, including the briefing sessions delivered personally by the Chief Executive, continue to be a key component in keeping staff informed. Staff are generally very appreciative of the fact that the Chief Executive takes the time to talk directly to staff about what, in many cases, are difficult and unwelcome issues.
- **reward mechanisms** continue to be delivered, notwithstanding pressures on budgets. These include the Long Service awards and Going the Extra Mile (GEM) awards, both of which have been appreciated by staff and give the Council an opportunity to say 'thank you' for outstanding effort at relatively low cost.
- **staff care** support has not been reduced and is available across the Council to all employees.

5.3.1 At service specific level, similar activities have been undertaken to maintain morale during this difficult period. For example, regular communications are issued by the project team responsible for changes in the former Children's directorate, while the new People's group are conducting 'area briefings' for all staff. Similarly, briefings have been held to explain directly to libraries staff the changes envisaged for that service.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Bob Perks	(01926 41)2027
Head of Service	As above	As above
Strategic Director		
Portfolio Holder		

## 2011/12 to 2013/14 Savings Plan - Proposals as at 2 November 2010

Reference	Savings Proposal Title	Description	Cumulative Cash Saving			Potential Number of Staff Redundancies in Each Year		
			2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 Impact	2012/13 Impact	2013/14 Impact
ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control	(1) Challenging and reducing high cost packages using the Care Funding Calculator. (2) Creating more supported living opportunities and moving customers out of residential care into supported living where appropriate - this creates lower costs and better outcomes. (3) Developing self directed support for LD customers and ensuring the money put into personal budgets is commensurate with the transforming size and shape of LD services (4) Reducing traditional day services and recycling the money into personal budgets and more modern and lower cost day opportunity services.	402	1,711	2,857	16	0	0
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services	Challenging and reducing high cost packages of care. Creating supported living opportunities as an alternative to residential care where appropriate. Decommissioning of some existing day services, for example closure of WCC directly provided service with a review of existing customers to assess their needs and associated FACS eligibility. Offering direct payments and personal budgets as an alternative to traditional services.	251	502	502	14	0	0
ASC-04	Domiciliary Care Recommissioning	Review current domiciliary care contracts with an aim to gain better value for money from tendered services by reducing unit costs. Move significant numbers of customers onto better value for money block contracts. Improved engagement with providers to better understand their savings ideas. Externalisation of specialist dementia care services. Full implementation of electronic visit recording for block contract providers that will reduce the internal transactions costs for invoice processing and enable payment on actual care provided. Introduce specialist services e.g. for stroke reablement to reduce high cost care packages. Include carers short breaks services in future tender arrangements to achieve economies of scale.	150	150	150	157	0	0
ASC-05	Reablement, Intermediate Care and Homecare Modernisation	(1) Internal homecare service will change to concentrate on the delivery of reablement. Eventually the service will be offered to all customers, however at present only 'new' customers and customers leaving hospital with a social care need are eligible for reablement. (2) Development of an integrated reablement and intermediate care service with health. (3) Existing internal homecare maintenance and dementia service are to be externalised to reduce their costs and to ensure that the core business of reablement can be developed to meet savings targets.	2,098	3,138	3,132			
ASC-08	Review of Adult customer journey	Review of the way in which customers access services, introducing a more streamlined and cost effective model.	90	288	473	24	14	0
ASC-09	Older People (1) Residential Care and (2) Extra Care	(1) Decommissioning high cost residential care and recommissioning lower cost residential care. (2) Development and promotion of extra care as an alternative to residential care.	367	1,793	3,583	100	67	67
ASC-13	Reduce staffing levels in adult social care by 20%	Savings across a number of staffing groups - management, administration, commissioning and care management	2,000	2,000	4,000	64	85	75
CW-CC-02	Library Services reconfiguration	There is already a £675,000 savings target to be achieved by 2013/14, so the total saving required is £2 million. This would involve taking £1 million out of management, support and overhead costs. The remainder would be achieved by changing the service offer including closing libraries. The service would be reconceptualised using alternative methods of delivery as much as possible, including maximising the use of new electronic service delivery methods.	400	861	1,332	85		
CW-CC-03	Integrated model for communications	Rationalise the management and delivery of communications	52	95	188	3	0	0
CW-CC-05 and LG-02	Transformation of Corporate Governance support	Transformation of Council wide approach to corporate governance. Bringing democratic services, school governance and information governance into one unit with consequent reductions in staffing and management of each of the three services.	130	214	271	4	2	2
CW-CL-01	Restructure Community Safety and Localities management and teams	Reduce management posts within teams and rationalise administration.	20	111	191	10	5	2
CW-CL-08	Reconfiguration of Locality arrangements	Reduce management and administration costs but retain 5 area service outlets.	10	10	160			
CW-CL-14	Reduction of Customers, Workforce and Governance Directorate support services		0	13	30			
CW-LG-04	Restructure the Insurance function	Change in management structure for Insurance function.	44	44	44	0	0	0
CW-LG-05	Restructure Audit & Risk Assurance	Reduction in staff through not filling vacancies	25	25	25	1	0	0
CW-WS-02	Healthy Workforce	Reduction on discretionary spend relating to healthy workforce and well being	70	70	70	1	0	0
CW-WS-03	HR Advisory Service - proportionate reduction	As the overall size of the workforce diminishes the HR Advisory service should reduce staffing levels. However, these reductions will need to follow, rather than occur simultaneously with the wider workforce reductions.	0	30	100	0	2	2

Please note that the figures for the potential number of staff redundancies in each year are headcount figures, rather than full time equivalent employee numbers

## 2011/12 to 2013/14 Savings Plan - Proposals as at 2 November 2010

Reference	Savings Proposal Title	Description	Cumulative Cash Saving			Potential Number of Staff Redundancies in Each Year		
			2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 Impact	2012/13 Impact	2013/14 Impact
CW-WS-04	HR Business Partnership	As the overall size of the workforce diminishes, there will be an effect on the demands of the HR Business Partnership, albeit in a less direct way than for the HR Advisory service.	0	0	18	0	0	1
CW-WS-05	HR Transactions	Implementation of ongoing efficiency savings, productivity improvements and income generation in HR Service Centre	107	158	158	7	3	0
CW-WS-06	Management restructure in Workforce, Strategy and Development	Reduction in senior management posts (from five to four senior managers), deletion (upon retirement) of post of PA to the Head of Service and reduction in hours of HR Policy and Project Officer	31	33	113	0	0	1
CY-S-01	Transforming services for children and families	The ability to deliver these savings is co-dependent on corporate initiatives such as One-Front-Door, the accommodation strategy, ICT etc. The following proposals will also be considered: (1) Invest in ICT and new ways of working to deliver more efficient services. (2) Cease ineffective partnership working. (3) Move to a locality based structure, with a reduced management structure, to support and deliver children's services. The transition will take three years to implement. (4) Maximise front-line capacity and reduce bureaucracy by working effectively on a sub-regional basis including investigating sub-regional approaches for services such as adoption, youth support and traded services with schools, etc. (5) Reduce the business support service which helps the directorate in developing new ways of working (6) Continue progress towards a commissioning-based approach, using evidence to streamline and decommission services.	965	1,832	2,840	15	35	115
CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	This proposal includes the following: (1) Reducing staffing in the Special Educational Needs and Inclusion Service. (2) Reducing the number of educational psychologists available to schools and families. (3) Removing the council's contribution to the speech and language therapy service resulting in a clinic rather than a school based service. (4) Reducing the amount of commissioned social work training. (5) Seeking to outsource the Integrated Disability Service or use special schools as bases for IDS. (6) Reducing out of county placements for disabled children (7) Reviewing and reducing funding of short breaks for disabled children.	670	1,253	1,734	6	12	4
CY-S-03	Reconfigure services for Looked After Children	This proposal includes the following: (1) Ceasing funding for the Warwickshire Leaving Care Association. (2) Ceasing payment of nursery and childminding fees for Looked After Children. (3) Ceasing subscriptions to professional organisations. (4) Limiting options for the commissioning of external placement provision for Looked After Children. (5) Reducing support costs relating to the education of Looked After Children.	361	461	561	0	0	0
CY-S-04	Review services to schools and families	These proposals would lead to: (1) Reducing the size and scope of the Education Social Work Service to a residual enforcement service. (2) Offering the County Music Service as a traded service. (3) Ending the healthy schools programme. (4) Reducing local authority funded targeted support to vulnerable children.	1,171	2,524	2,524	64	206	0
CY-S-05	Review of the Safeguarding Service	This proposal includes the following: (1) A significant reduction in the use of social care sessional work staff. (2) The Schools Forum being asked to pick up the costs of CRB checks in schools. (3) The funding of the 'Education Safeguarding Service' either through DSG or offered as a traded service. (4) The introduction of a charging scheme for child performance licenses in order to recover the costs of administering the scheme.	424	489	489	3	2	0
CY-S-06	Community and Play- reduction in services	Cease the whole of the youth service and PAYP. Some provision may be outsourced with reduced budgets.	1,823	3,190	4,611	71	102	186
CY-S-08	Alternative use of grants within Children, Young People and Families directorate	CYPF Directorate receives significant funding from specific grants. Most of these grants were originally ring-fenced but are now released for local decision making. The savings proposal is to review the use of these grants and re-direct them to high priority services. This may affect services such as Children's Centres, Early Years and Connexions.	679	1,358	2,036	16	0	0
EE-ER-05	Savings in staffing in environment and resources division of EED	Savings in salary costs by reconfiguring staffing and permanent removal of vacant posts from the establishment	27	33	46	0	0	0
EE-HC-02	Reduction in the Heritage Education staffing	This represents a reduction in staffing from the Heritage Education team. This saving can be made without compromising the outcome of the transformation of Heritage and Cultural Services.	26	26	26	0	0	0
EE-HC-03	Reduction in Museums Service staffing	This represents a reduction in staffing from this area. This early saving can be made without compromising the outcome of the transformation of Heritage and Cultural Services.	26	26	26	0	0	0
EE-HC-05	Transformation of Heritage and Cultural Services	To streamline and downsize Heritage and Cultural Services in order to re-focus with a prioritised service offer across Archaeology, Archives, Arts, Ecology, Heritage Education and the Museum Service operating with a revenue budget reduced by 30%.	0	35	216	0	6	6

Please note that the figures for the potential number of staff redundancies in each year are headcount figures, rather than full time equivalent employee numbers

## 2011/12 to 2013/14 Savings Plan - Proposals as at 2 November 2010

Reference	Savings Proposal Title	Description	Cumulative Cash Saving			Potential Number of Staff Redundancies in Each Year		
			2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 Impact	2012/13 Impact	2013/14 Impact
EE-SC-01	Development of a new Local Enterprise Partnership	The new coalition government has announced plans to enable the creation of new Local Enterprise Partnerships (LEPs) to replace the current RDAs. The LEP would provide strategic leadership for the sub-region and support the strategic role of development and growing the economy. Work is at a formative stage but it is anticipated that savings would come from posts being removed and more efficient ways of working e.g. joint working with sub-regional partners. Some strategic skills would need to be retained in-house to ensure we achieve the right outcomes for Warwickshire.	17	380	452	8	7	0
EE-SC-04	Removal of County Planner post	Savings in salary costs by reconfiguring staffing and permanent removal of vacant posts	48	48	99	0	0	0
EE-SC-05	Education Business Partnership - agree exit strategy	The timing of the closure is crucial, as although EBP is funded on a financial year basis, services have agreements which operate on academic years.	50	50	100	16	0	0
EE-TS-01	Develop a sub-regional Emergency Management function	This project is well developed and involves joined up delivery of Emergency Planning Services with Coventry and Solihull. We will retain local teams but work to a common plan with our sub-regional partners and rationalise management within the County Council. This will involve a reduction in management	7	22	64	2	0	0
EE-TS-02	Reduce Trading Standards pro-active work	Reduction in preventative/pro-active Trading Standards work.	7	66	107	0	4	0
EE-TS-03	Reduce Trading Standards front-line enforcement	The reduced work will be focussed on the lower risk areas. Given the relative flexibility within our enforcement workforce we are optimistic that these reductions can be made though natural wastage if we target the savings in 2013/14.	0	25	81			
EE-TS-04	Reduce Trading Standards support for vulnerable consumers	The TS service currently offers support to vulnerable consumers who are experiencing difficulty with contracts/ traders. This saving will mean that this service is reduced to an absolute minimum i.e. we will intervene when the circumstances are the most serious.	0	41	66			
EE-TS-05	Reduce Trading Standards support service and management	This involves a change in the way we organise and manage Trading Standards services and will result in a reduction in staff numbers.	122	196	209	4	0	0
EE-TW-01	Stop all bespoke community transport other than flexi bus	This service is one of the two highest in terms of subsidy per passenger journey and would consequently impact the least number of people.	114	198	198	1	0	0
EE-TW-03	Stop all survey work to collect traffic data	With little capital available for new infrastructure the need for traffic information to direct capital spend will diminish	12	200	200	5	0	0
EE-TW-04	Reduction in safety camera activity		620	620	620	6	0	0
EE-TW-05	Reviews of Traffic Regulation Orders for civil parking enforcement areas (Stratford District, Warwick District & Rugby Borough) would be limited to one (variation to each District Consolidation Order) per year	These areas have the least impact on effective traffic management and congestion experienced by people.	120	120	120	1	0	0
EE-TW-10 & 15	Scaling back of Countryside Access activities	The first priority for highway maintenance is funding immediate need. These reductions will have least impact on people travelling in and through Warwickshire on our highways.	325	500	500	18	0	0
FR-05	Restructure and realignment of management and support staff within Fire and Rescue	The Service has carried out a review of all management and support posts (all staff excluding front line firefighters) and has identified the potential to reduce the management and support staff establishment by about 18%. In addition, the service has agreed an income target of £100,000 to support community fire safety initiatives.	400	500	500	14	0	0
PPU-01	Reduced external assessment and inspection and related overheads	Statutory requirements for performance management and inspection are changing providing an opportunity to review how and what we do in the future	12	12	12	4	0	0
PPU-03	Transformation of Performance & Improvement Services workforce	Reconfiguration of the performance and improvement services in line with the repositioning of the Partnership and Performance Unit with removal of vacant posts.	223	223	223			
PPU-04	Re-patterned Working Arrangements in PPU	Opportunities for members of the Unit to reduce their hours of work or change their working patterns.	16	16	16			
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	Evidence from other authorities is of substantial savings from the rationalisation of processes. Core functions including paying bills, paying staff and collecting income would remain, but less time would be spent on such transactional activity. Increased standardisation around a new system would also allow staff to support managers in more than one service/directorate	340	1,125	1,850	10	34	17
RE-FI-03	Reduction in financial support to both members and managers	Savings would be sought through the implementation of a new model of financial management within the authority where service managers had much less day-to-day support. From a member perspective this will mean a reduction in support to the corporate revenue and capital budget process, less research and project work and the development of fewer options						
RE-FI-04	Shared financial services	Working with partners would allow overheads and expertise to be shared and potentially hosting the systems for other authorities or providing a full financial service.						

Please note that the figures for the potential number of staff redundancies in each year are headcount figures, rather than full time equivalent employee numbers

## 2011/12 to 2013/14 Savings Plan - Proposals as at 2 November 2010

Reference	Savings Proposal Title	Description	Cumulative Cash Saving			Potential Number of Staff Redundancies in Each Year			
			2011/12 £'000	2012/13 £'000	2013/14 £'000	2011/12 Impact	2012/13 Impact	2013/14 Impact	
RE-IT-01 to 03	ICT savings via hours reduction, restructuring and general efficiencies	Some staff are looking for more flexible arrangements to support their quality of life ambitions. We may be able to support these and achieve down-sizing and efficiency savings if arrangements can be agreed that maintain service levels. Opportunities are being investigated as part of the Resource Integration Initiative, where service levels can be maintained with reduced resources by the removal of any duplication identified. A review of subscription services is planned for after the ICT strategy review in 2011/12.	183	180	193	}	0	11	15
RE-IT-04	Stopping the ICT Training initiative	These are recently introduced additional services and reflect that such training has not always been a priority.	0	50	50				
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	Many authorities operate with less formal arrangements than Warwickshire in terms of providing services outside core hours.	0	0	250				
RE-IT-06 to 10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	Cut back on HRMS development, cut the ICT Development Fund by 20% and the ICT Strategy and R&D budget by 25%. The budgets relate to "tomorrow's service" rather than our current mandatory delivery. It allows the protection of essential ICT infrastructure services such as the production environment, networks that support the current public services.	250	650					
RE-PR-01	Market test traded services	This incorporates the rationalisation of cleaning/caretaking and catering management. Any savings will be to the benefit of schools rather than WCC overall.	0	0	0	0	14	0	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	Work already undertaken has shown 24% of stock has better utilisation potential, 7.5% long term development potential and 6% is currently surplus. Also as services downsize and reconfigure the way they operate there will be less demand for property. There is a potential reduction in professional support as a result of the reduction in the asset base.	769	2,727	4,376	1	0	0	
<b>WCC Total Savings Identified</b>			<b>16,054</b>	<b>30,422</b>	<b>42,792</b>	<b>751</b>	<b>611</b>	<b>493</b>	

Please note that the figures for the potential number of staff redundancies in each year are headcount figures, rather than full time equivalent employee numbers

## 2011/12 to 2013/14 Savings Plan - Proposals as at October 2011

Reference	Savings Proposal Title	Description	Potential Number of Posts Reduced in Each Year			Actual / Potential Redundancies in Each Year				Commentary
			2011/12 Impact	2012/13 Impact	2013/14 Impact	2011/12 Impact		2012/13 Impact	2013/14 Impact	
						Voluntary	Compulsory			
ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control	(1) Challenging and reducing high cost packages using the Care Funding Calculator. (2) Creating more supported living opportunities and moving customers out of residential care into supported living where appropriate - this creates lower costs and better outcomes. (3) Developing self directed support for LD customers and ensuring the money put into personal budgets is commensurate with the transforming size and shape of LD services (4) Reducing traditional day services and recycling the money into personal budgets and more modern and lower cost day opportunity services.	20	190		0	20	150		This proposal has been amended to require 20 posts to be lost by the end of 2011/12. The service is to be re-shaped which is likely to result in approximately 150 staff employees made redundant in 2012/13 and 2013/14 and 40 staff to be transferred under TUPE.
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services	Challenging and reducing high cost packages of care. Creating supported living opportunities as an alternative to residential care where appropriate. Decommissioning of some existing day services, for example closure of WCC directly provided service with a review of existing customers to assess their needs and associated FACS eligibility. Offering direct payments and personal budgets as an alternative to traditional services.								
ASC-04	Domiciliary Care Recommissioning	Review current domiciliary care contracts with an aim to gain better value for money from tendered services by reducing unit costs. Move significant numbers of customers onto better value for money block contracts. Improved engagement with providers to better understand their savings ideas. Externalisation of specialist dementia care services. Full implementation of electronic visit recording for block contract providers that will reduce the internal transactions costs for invoice processing and enable payment on actual care provided. Introduce specialist services e.g. for stroke reablement to reduce high cost care packages. Include carers short breaks services in future tender arrangements to achieve economies of scale.	135	0	0	3	0	0	0	These savings have been achieved almost entirely through natural turnover. 3 members of supervisory staff are taking voluntary redundancy and approximately 20 staff are transferring to external providers under TUPE. This reduction is less than originally envisaged as more members of staff are being retained within reablement.
ASC-05	Reablement, Intermediate Care and Homecare Modernisation	(1) Internal homecare service will change to concentrate on the delivery of reablement. Eventually the service will be offered to all customers, however at present only 'new' customers and customers leaving hospital with a social care need are eligible for reablement. (2) Development of an integrated reablement and intermediate care service with health. (3) Existing internal homecare maintenance and dementia service are to be externalised to reduce their costs and to ensure that the core business of reablement can be developed to meet savings targets.								
ASC-08	Review of Adult customer journey	Review of the way in which customers access services, introducing a more streamlined and cost effective model.	0	0	0	0	0	0	0	Staffing reductions proposal for 2011/12 no longer required
ASC-09	Older People (1) Residential Care and (2) Extra Care	(1) Decommissioning high cost residential care and recommissioning lower cost residential care. (2) Development and promotion of extra care as an alternative to residential care.	76	0	0	0	66	0	0	In addition to the 66 staff made compulsorily redundant in 2011/12, 6 staff have been redeployed within WCC, 4 staff have transferred to another provider under TUPE. A decision has been made by cabinet to seek buyers for the remaining 8 homes for elderly people. If successful, the staff therein will transfer under TUPE.
ASC-13	Reduce staffing levels in adult social care by 20%	Savings across a number of staffing groups - management, administration, commissioning and care management	88	0	0	0	30	0	0	Reduction of 88 posts in 2011/12 achieved through 30 compulsory redundancies, 3 redeployments within WCC and 55 vacant posts deleted.
CW-CC-02	Library Services reconfiguration	There is already a £675,000 savings target to be achieved by 2013/14, so the total saving required is £2 million. This would involve taking £1 million out of management, support and overhead costs. The remainder would be achieved by changing the service offer including closing libraries. The service would be reconceptualised using alternative methods of delivery as much as possible, including maximising the use of new electronic service delivery methods.	46	74		46	0	74		This proposal has been amended to require an overall reduction of 86-120 posts over a three year period to 2013/14. This has so far been achieved by 46 voluntary redundancies in 2011/12. The remaining 40-74 posts will be lost over the subsequent two years.
CW-CC-03	Integrated model for communications	Rationalise the management and delivery of communications	1	2		1	0	2		This proposal has been amended to achieve 1 voluntary redundancy in 2011/12 and the potential redundancy of a further two posts in 2012/13 & 2013/14.
CW-CC-05 and LG-02	Transformation of Corporate Governance support	Transformation of Council wide approach to corporate governance. Bringing democratic services, school governance and information governance into one unit with consequent reductions in staffing and management of each of the three services.	6	0	0	0	0	0	0	The savings required until 2013/14 have been met in full by 6 normal or early retirements in 2011/12.
CW-CL-01	Restructure Community Safety and Localities management and teams	Reduce management posts within teams and rationalise administration.	3	2	2	1	1	2	2	This proposal has been amended to require a reduction of 3 posts in 2011/12, 2 posts in 2012/13 and 2 posts in 2013/14. The three posts in 2011/12 have been achieved by 1 compulsory redundancy, 1 voluntary redundancy and the deletion of a vacant post
CW-CL-08	Reconfiguration of Locality arrangements	Reduce management and administration costs but retain 5 area service outlets. This saving is no longer in Consultation but has transferred to County Partnerships within the Communities Group.								
CW-CL-14	Reduction of Customers, Workforce and Governance Directorate support services	Undertaking review of support services within Resources Group to ensure integration of former Resources Directorate and Customers Workforce & Governance support functions.								
CW-LG-04	Restructure the Insurance function	Change in management structure for Insurance function.	1	0	0	0	0	0	0	Reduction achieved through normal retirement
CW-LG-05	Restructure Audit & Risk Assurance	Reduction in staff through not filling vacancies	1	0	0	0	0	0	0	Achieved through deletion of a vacant post
CW-WS-02	Healthy Workforce	Reduction on discretionary spend relating to healthy workforce and well being	0	1	0	0	0	1	0	Reduction of one post deferred to 2012/13 as post holder is seconded to an outside organisation until the end of 2011/12.
CW-WS-03	HR Advisory Service - proportionate reduction	As the overall size of the workforce diminishes the HR Advisory service should reduce staffing levels. However, these reductions will need to follow, rather than occur simultaneously with the wider workforce reductions.	0	2	2	0	0	0	0	Reductions likely to be achieved by natural turnover / retirement
CW-WS-04	HR Business Partnership	As the overall size of the workforce diminishes, there will be an effect on the demands of the HR Business Partnership, albeit in a less direct way than for the HR Advisory service.	1	0	0	0	0	0	0	Reduction achieved through natural turnover in 2011/12
CW-WS-05	HR Transactions	Implementation of ongoing efficiency savings, productivity improvements and income generation in HR Service Centre	7	3	0	0	0	3	0	Natural turnover and non-staffing savings have avoided the need for redundancy in 2011/12
CW-WS-06	Management restructure in Human Resources and Organisational Development	Reduction in senior management posts (from five to four senior managers), deletion (upon retirement) of post of PA to the Head of Service and reduction in hours of HR Policy and Project Officer	0	0	1	0	0	0	0	Reduction anticipated to be made through early retirement

Please note that the figures for the potential number of staff redundancies in each year are headcount figures, rather than full time equivalent employee numbers

## 2011/12 to 2013/14 Savings Plan - Proposals as at October 2011

Reference	Savings Proposal Title	Description	Potential Number of Posts Reduced in Each Year			Actual / Potential Redundancies in Each Year				Commentary
			2011/12 Impact	2012/13 Impact	2013/14 Impact	2011/12 Impact		2012/13 Impact	2013/14 Impact	
						Voluntary	Compulsory			
CY-S-01	Transforming services for children and families	The ability to deliver these savings is co-dependent on corporate initiatives such as One-Front-Door, the accommodation strategy, ICT etc. The following proposals will also be considered: (1) Invest in ICT and new ways of working to deliver more efficient services. (2) Cease ineffective partnership working. (3) Move to a locality based structure, with a reduced management structure, to support and deliver children's services. The transition will take three years to implement. (4) Maximise front-line capacity and reduce bureaucracy by working effectively on a sub-regional basis including investigating sub-regional approaches for services such as adoption, youth support and traded services with schools, etc. (5) Reduce the business support service which helps the directorate in developing new ways of working (6) Continue progress towards a commissioning-based approach, using evidence to streamline and decommission services.	28	24	15	2	10	20	0	This proposal has been amended. In Business Support there have been 2 voluntary redundancies and one vacant post deleted. In the Commissioning Support Service there have been 5 compulsory redundancies. In moving to a locality based structure, there have been 3 voluntary early retirements, 4 compulsory redundancies and 1 voluntary early retirement is agreed for 2012/13. As part of moving towards sub-regional working an admin review is planned. Admin savings to date have been made from wastage. It is anticipated to reduce admin posts by a further 20 which is hoped to be made by natural turnover and voluntary measures.
CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	This proposal includes the following: (1) Reducing staffing in the Special Educational Needs and Inclusion Service. (2) Reducing the number of educational psychologists available to schools and families. (3) Removing the council's contribution to the speech and language therapy service resulting in a clinic rather than a school based service. (4) Reducing the amount of commissioned social work training. (5) Seeking to outsource the Integrated Disability Service or use special schools as bases for IDS. (6) Reducing out of county placements for disabled children (7) Reviewing and reducing funding of short breaks for disabled children.	2	11	3	0	0	10	3	This proposal has been amended as the reductions within the Educational Psychology Service are no longer required due to the increased trading position of the service. In SEN and Inclusion, the three post reduction planned has been put on hold pending the outcome of a white paper due in October 2011 due to significant changes facing these services. The impact of these changes is yet to be estimated but it is likely to be greater than the 3 posts originally proposed. Turnover is being used to achieve savings in the meantime and one voluntary early retirement has been agreed. The Family Link Service anticipated reduction by one post each year and has resulted in three members of staff being redeployed within WCC.
CY-S-03	Reconfigure services for Looked After Children	This proposal includes the following: (1) Ceasing funding for the Warwickshire Leaving Care Association. (2) Ceasing payment of nursery and childminding fees for Looked After Children. (3) Ceasing subscriptions to professional organisations. (4) Limiting options for the commissioning of external placement provision for Looked After Children. (5) Reducing support costs relating to the education of Looked After Children.	3	0	0	0	3	0	0	These reductions were met by three compulsory redundancies in 2011/12.
CY-S-04	Review services to schools and families	These proposals would lead to: (1) Reducing the size and scope of the Education Social Work Service to a residual enforcement service. (2) Offering the County Music Service as a traded service. (3) Ending the healthy schools programme. (4) Reducing local authority funded targeted support to vulnerable children.	218	0	0	6	215	0	0	This proposal has been amended in 2011/12. The Education Social Work Service had a planned loss of 20 posts but this has been amended to 12 posts through 6 voluntary redundancies and 6 compulsory redundancies. Further redundancies may follow in 2012/13. For the County Music Service, included in 193 compulsory redundancies made for peripatetic teachers who have been made redundant but 114 have accepted alternative 'zero hours' contracts. The 4 posts planned for redundancy within the Healthy Schools programme have been achieved by compulsory redundancies. Reduction in CAF support staff has been achieved by natural turnover. The Family and Parenting Support Service have achieved the reduction of one post by redeployment of one member of staff within WCC. The School Improvement Team reduced by 16 posts. 8 were achieved by compulsory redundancy, 7 by voluntary early retirement and 1 post lost through natural wastage. The Student Loan Service has ceased resulting in 4 compulsory redundancies in 2011/12.
CY-S-05	Review of the Safeguarding Service	This proposal includes the following: (1) A significant reduction in the use of social care sessional work staff. (2) The Schools Forum being asked to pick up the costs of CRB checks in schools. (3) The funding of the 'Education Safeguarding Service' either through DSG or offered as a traded service. (4) The introduction of a charging scheme for child performance licenses in order to recover the costs of administering the scheme.	3	2	0	0	0	2	0	Child Performance Licences - it is not possible to trade this service with schools therefore alternative ways of delivering the service are being sought with IT. There is still the potential to lose up to two posts as a result of this saving target. Education Safeguarding - Schools Forums agreed to top slice funding of this Service from DSG.



## 2011/12 to 2013/14 Savings Plan - Proposals as at October 2011

Reference	Savings Proposal Title	Description	Potential Number of Posts Reduced in Each Year			Actual / Potential Redundancies in Each Year				Commentary
			2011/12 Impact	2012/13 Impact	2013/14 Impact	2011/12 Impact		2012/13 Impact	2013/14 Impact	
						Voluntary	Compulsory			
CY-S-06	Community and Play- reduction in services	Cease the whole of the youth service and PAYP. Some provision may be outsourced with reduced budgets.	123	137	0	6	117	137	0	The original proposal for the Youth Service was a complete closure resulting in 339 redundancies. This proposal has been amended to approx 117 compulsory redundancies. 11 Youth Centres are currently under expressions of interest with 74 members of staff subject to transfer under TUPE. Should TUPE not apply then the 74 staff will be at risk of redundancy. 5 Centres of Excellence will be retained with core staffing maintained. Phase 1 saw a review of management structures resulting in 6 voluntary redundancies, one compulsory redundancy and one member of staff redeployed within WCC. Phase 2 is currently under consultation and is expected to create 137 posts which will result in around 63 redundancies. Several centres have already been given notice to close resulting in 54 notices of redundancy being issued. PAYP moved to become a social enterprise in 2011/12 resulting in one retirement and 8 employees transferring under TUPE.
CY-S-08	Alternative use of grants within Children, Young People and Families directorate	CYPF Directorate receives significant funding from specific grants. Most of these grants were originally ring-fenced but are now released for local decision making. The savings proposal is to review the use of these grants and re-direct them to high priority services. This may affect services such as Children's Centres, Early Years and Connexions.	94	1	0	0	74	1	0	The relocation of several grants has resulted in the closure of the National Strategies Service, Educational Development Service, ICSS, PAYP, Extended Services, Playing For Success, the Children's University, Early Years and the 14-19 Service. This has resulted in the loss of 94 posts in 2011/12. These have been achieved by 74 compulsory redundancies, 14 posts through natural turnover and six members of staff have been redeployed within WCC. The Early Years Service has been affected more than expected by a government spending review which resulting in a restructuring to lose 13 posts in total.
EE-ER-05	Savings in staffing in environment and resources division of EED	Savings in salary costs by reconfiguring staffing and permanent removal of vacant posts from the establishment	1	0	0	0	0	0	0	Staffing reduction achieved through the deletion of vacant posts in 2011/12
EE-HC-02	Reduction in the Heritage Education staffing	This represents a reduction in staffing from the Heritage Education team. This saving can be made without compromising the outcome of the transformation of Heritage and Cultural Services.	1	0	0	0	0	0	0	Staffing reduction achieved through natural turnover in 2011/12
EE-HC-03	Reduction in Museums Service staffing	This represents a reduction in staffing from this area. This early saving can be made without compromising the outcome of the transformation of Heritage and Cultural Services.	1	0	0	0	0	0	0	Staffing reduction achieved through natural turnover in 2011/12
EE-HC-05	Transformation of Heritage and Cultural Services	To streamline and downsize Heritage and Cultural Services in order to re-focus with a prioritised service offer across Archaeology, Archives, Arts, Ecology, Heritage Education and the Museum Service operating with a revenue budget reduced by 30%.	10	6	6	1	0	6	6	This proposal has been amended to require a net loss of 4 posts (1 voluntary redundancy, 9 posts lost through natural turnover and 6 reconfigured) in 2011/12 as part of the service transformation which is expected to deliver the planned savings early
EE-SC-01	Development of a new Local Enterprise Partnership	The new coalition government has announced plans to enable the creation of new Local Enterprise Partnerships (LEPs) to replace the current RDAs. The LEP would provide strategic leadership for the sub-region and support the strategic role of development and growing the economy. Work is at a formative stage but it is anticipated that savings would come from posts being removed and more efficient ways of working e.g. joint working with sub-regional partners. Some strategic skills would need to be retained in-house to ensure we achieve the right outcomes for Warwickshire.	8	7	0	5	2	7	0	In Economic Development & Regeneration, 3 staff have left through voluntary redundancy and 2 compulsory redundancy, with a further 1 being redeployed with in WCC. Two further redundancies are on track for 2011/12.
EE-SC-04	Removal of County Planner post	Savings in salary costs by reconfiguring staffing and permanent removal of vacant posts	1	0	0	0	0	0	0	Staffing reduction achieved through early retirement
EE-SC-05	Education Business Partnership - agree exit strategy	The timing of the closure is crucial, as although EBP is funded on a financial year basis, services have agreements which operate on academic years.	16	0	0	0	15	0	0	Reduction achieved by 15 compulsory redundancies and one member of staff being redeployed within WCC
EE-TS-01	Develop a sub-regional Emergency Management function	This project is well developed and involves joined up delivery of Emergency Planning Services with Coventry and Solihull. We will retain local teams but work to a common plan with our sub-regional partners and rationalise management within the County Council. This will involve a reduction in management	2	0	0	0	2	0	0	Sub regional emergency management arrangements have been put into place with the loss of 2 posts by compulsory redundancies in 2011/12.
EE-TS-02	Reduce Trading Standards pro-active work	Reduction in preventative/pro-active Trading Standards work.								

## 2011/12 to 2013/14 Savings Plan - Proposals as at October 2011

Reference	Savings Proposal Title	Description	Potential Number of Posts Reduced in Each Year			Actual / Potential Redundancies in Each Year				Commentary
			2011/12 Impact	2012/13 Impact	2013/14 Impact	2011/12 Impact		2012/13 Impact	2013/14 Impact	
						Voluntary	Compulsory			
EE-TS-03	Reduce Trading Standards front-line enforcement	The reduced work will be focussed on the lower risk areas. Given the relative flexibility within our enforcement workforce we are optimistic that these reductions can be made though natural wastage if we target the savings in 2013/14.	3	0	0	3	0	0	0	This proposal has been amended to require a reduction of three posts which has been achieved by voluntary redundancy in 2011/12.
EE-TS-04	Reduce Trading Standards support for vulnerable consumers	The TS service currently offers support to vulnerable consumers who are experiencing difficulty with contracts/ traders. This saving will mean that this service is reduced to an absolute minimum i.e. we will intervene when the circumstances are the most serious.								
EE-TS-05	Reduce Trading Standards support service and management	This involves a change in the way we organise and manage Trading Standards services and will result in a reduction in staff numbers.	11	0	0	8	0	0	0	
EE-TW-01	Stop all bespoke community transport other than flexi bus	This service is one of the two highest in terms of subsidy per passenger journey and would consequently impact the least number of people.	1	0	0	0	1	0	0	Achieved by redundancy / early retirement in 2011/12.
EE-TW-03	Stop all survey work to collect traffic data	With little capital available for new infrastructure the need for traffic information to direct capital spend will diminish	5	0	0	0	2	0	0	Three members of staff have been redeployed within WCC and two members of staff have been made compulsorily redundant.
EE-TW-04	Reduction in safety camera activity		0	0	0	0	0	0	0	Staffing reduction no longer required as the saving is being made through increased income generation
EE-TW-05	Reviews of Traffic Regulation Orders for civil parking enforcement areas (Stratford District, Warwick District & Rugby Borough) would be limited to one (variation to each District Consolidation Order) per year	These areas have the least impact on effective traffic management and congestion experienced by people.	1	0	0	0	0	0	0	Staffing reduction achieved through natural turnover
EE-TW-10 & 15	Scaling back of Countryside Access activities	The first priority for highway maintenance is funding immediate need. These reductions will have least impact on people travelling in and through Warwickshire on our highways.	8	0	0	4	1	0	0	This proposal has been amended to require a reduction of 8 posts in 2011/12, of which 4 have been achieved by voluntary redundancy, 1 by compulsory redundancy and 3 redeployments within WCC.
FR-05	Restructure and realignment of management and support staff within Fire and Rescue	The Service has carried out a review of all management and support posts (all staff excluding front line firefighters) and has identified the potential to reduce the management and support staff establishment by about 18%. In addition, the service has agreed an income target of £100,000 to support community fire safety initiatives.	44	0	0	0	18	0	0	This savings proposal now incorporates the closure of Warwick and Brinklow Fire Stations, hence the reduction of 44 posts in 2011/12. The reduction has been achieved by 18 compulsory redundancies. The remaining staff have been redeployed in WCC.
PPU-01	Reduced external assessment and inspection and related overheads	Statutory requirements for performance management and inspection are changing providing an opportunity to review how and what we do in the future	4	0	0	4	0	0	0	Achieved through 4 voluntary redundancies at the start of 2011/12. PPU-01 - As WCC is no longer required to undertake these assessments at a corporate level, we are exploring opportunities to undertake voluntary peer reviews which are less resource intensive. PPU-03 Structural changes bringing together performance management staff across the Council have absorbed the loss of capacity experienced in the former Business Consultancy Unit.
PPU-03	Transformation of Performance & Improvement Services workforce	Reconfiguration of the performance and improvement services in line with the repositioning of the Partnership and Performance Unit with removal of vacant posts.								
PPU-04	Re-patterned Working Arrangements in PPU	Opportunities for members of the Unit to reduce their hours of work or change their working patterns.								

## 2011/12 to 2013/14 Savings Plan - Proposals as at October 2011

Reference	Savings Proposal Title	Description	Potential Number of Posts Reduced in Each Year			Actual / Potential Redundancies in Each Year				Commentary
			2011/12 Impact	2012/13 Impact	2013/14 Impact	2011/12 Impact		2012/13 Impact	2013/14 Impact	
						Voluntary	Compulsory			
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	Evidence from other authorities is of substantial savings from the rationalisation of processes. Core functions including paying bills, paying staff and collecting income would remain, but less time would be spent on such transactional activity. Increased standardisation around a new system would also allow staff to support managers in more than one service/directorate	30	2	17	28	0	2	17	The required savings for 2011/12 and 2012/13 are met through 28 voluntary redundancies and the deletion of vacant posts from the structure.
RE-FI-03	Reduction in financial support to both members and managers	Savings would be sought through the implementation of a new model of financial management within the authority where service managers had much less day-to-day support. From a member perspective this will mean a reduction in support to the corporate revenue and capital budget process, less research and project work and the development of fewer options								
RE-FI-04	Shared financial services	Working with partners would allow overheads and expertise to be shared and potentially hosting the systems for other authorities or providing a full financial service.								
RE-IT-01 to 03	ICT savings via hours reduction, restructuring and general efficiencies	Some staff are looking for more flexible arrangements to support their quality of life ambitions. We may be able to support these and achieve down-sizing and efficiency savings if arrangements can be agreed that maintain service levels. Opportunities are being investigated as part of the Resource Integration Initiative, where service levels can be maintained with reduced resources by the removal of any duplication identified. A review of subscription services is planned for after the ICT strategy review in 2011/12.	0	0	0	0	0	0	0	Required reductions already made prior to 2011/12, no further reductions required
RE-IT-04	Stopping the ICT Training initiative	These are recently introduced additional services and reflect that such training has not always been a priority.	0	0	0	0	0	0	0	The proposal for these savings have been amended and staffing reductions are no longer required.
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	Many authorities operate with less formal arrangements than Warwickshire in terms of providing services outside core hours.	5	2	0	0	0	2	0	The reduction in 2011/12 has been met by the redeployment of 5 staff to other vacant posts within ICT.
RE-IT-06 to 10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	Cut back on HRMS development, cut the ICT Development Fund by 20% and the ICT Strategy and R&D budget by 25%. The budgets relate to "tomorrow's service" rather than our current mandatory delivery. It allows the protection of essential ICT infrastructure services such as the production environment, networks that support the current public services.	4	5	0	0	0	5	0	Reduction in 2011/12 achieved by retirements and natural turnover
RE-PR-01	Market test traded services	This incorporates the rationalisation of cleaning/caretaking and catering management. Any savings will be to the benefit of schools rather than WCC overall.	0	14	0	0	0	14	0	No reductions anticipated in 2011/12
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	Work already undertaken has shown 24% of stock has better utilisation potential, 7.5% long term development potential and 6% is currently surplus. Also as services downsize and reconfigure the way they operate there will be less demand for property. There is a potential reduction in professional support as a result of the reduction in the asset base.	6	0	0	5	0	0	0	This proposal has been amended to a reduction of 6 posts in 2011/12 which has been achieved by 5 voluntary redundancies and one post is lost through ill-health retirement.
<b>WCC Total Savings Identified</b>			<b>1,018</b>	<b>485</b>	<b>46</b>	<b>123</b>	<b>577</b>	<b>438</b>	<b>28</b>	

## **Item 7**



## Overview and Scrutiny Board – 20 December 2011

### Update Report - Progress on Property Review

#### Recommendation

That Members note the progress to date on the Property Rationalisation Programme

#### 1.0 Key Issues

- 1.1 At its meetings of the 5th October 2010 and 25th May 2011, this Committee received reports on the progress of Property Review. This report is the 3rd progress report in line with the Committee's request for regular six monthly progress reports.
- 1.2 This report aims to explain the current progress on Property Review, now named the Property Rationalisation Programme, by highlighting the significant changes and achievements since the Programme was last reported to this Committee in May.
- 1.3 The background and context for the Property Review was explained in detail within the report of the 5th October 2010, and is therefore not repeated here.
- 1.4 However, it is worth repeating the very real target that has been set against the review and rationalisation of property. The effective use of the Council's property and its rationalisation is to make a £4.5m contribution to the Council's savings plan over the next 3 years.

#### 2.0 Overview

- 2.1 The programme of work is being delivered within a project management structure, and a number of tools are being used to monitor progress. The Property Rationalisation Savings Plan provides a summary of those parts of the property portfolio where work is being progressed, with details of the estimated savings and costs of individual projects. The Savings Plan reflects current progress and therefore new projects will be added during the course of the 3 year property rationalisation programme to realise specific savings and ultimately to meet the overall savings target. This plan is on a large detailed scale, not easily useable in A3 or A4 format, and therefore has not been reproduced for this report. Issues highlighted by this Savings Plan are explained in Section 3 of this report.

- 2.2 Included at **Appendix A** is The Work Programme for the period August 2011 to January 2012. The Work Programme provides a summary, project by project, of activity over the current six month period. Each month denotes whether a project is at its earliest stage of strategic planning (s), the next stage of feasibility (f), or at the final stage of implementation (i).

### **3.0 Progress to Date**

#### *Local Centres*

- 3.1 At the One Front Door and Property Rationalisation Board on the 27th September 2011, the Board received and approved a report on the concept of Local Centres.
- 3.2 The concept of Local Centres fits with the Council's One Front Door and Property Rationalisation Strategies in that the model will bring front line services together designed around the customer. The customer will have access to a range of services under one roof, where services will be working together to deliver the right outcomes in as an efficient way as possible so that the customer experience is a positive one and meets their needs. The design of such centres ensures that we have the fewest amount of physical front doors and customers are met and processed consistent with our approach to meet and greet avoiding the creation of multiple reception points.
- 3.3 In terms of Property Rationalisation, creating the Local Centres enables the Council to release potentially up to 40 separate sites currently occupied by services to children and their families. The proposal suggests that up to 6 sites will remain, dispersed to the main population centres across the county. As the Centres become established the aim is to locate more services within them, thus seeking to release the Council from further sites.
- 3.4 Progressed so far is the Local Centre for Rugby at Oakfield Park, to which we relocated staff in October 2011. This enabled the release of Newton and Faraday Halls from the former Warwickshire College site. These properties will be disposed of. A second phase of relocations is being explored to see if other properties can be released.
- 3.5 Also progressed is the Local Centre for Stratford. Cabinet have approved the acquisition of a lease for 9500 square feet in Elizabeth House, Stratford District Council's headquarters. The terms of that lease are nearing completion after which staff will be relocated from 7 existing sites and in doing so enables the Council to terminate 6 leases and part vacate a freehold property.
- 3.6 The Local Centre for Warwick is planned for the ground floor of the Barrack Street offices. This obviously requires the library to complete its move to Shire Hall in February 2012 and any remaining Library and Information Service office based staff to relocate. The design and implementation to create the Local Centre will take place in the Summer of 2012.

- 3.7 The Local Centres for Atherstone, Nuneaton and Bedworth are at the early investigation stage to explore the Council's options to secure an appropriately sized property in the right location. This will be reported upon in future progress reports to this committee.

*Warwick Accommodation*

- 3.8 Following the decision of Cabinet on the 16th June, the first phase of the current investment in Shire Hall is progressing. This phase of work will enable Warwick Library to be more compact with a space efficient layout on the ground floor off the Shire Hall reception, thus vacating the ground floor of Barrack Street to be used as a Local Centre, as referred to in paragraph 3.6.
- 3.9 This first phase will also provide open plan office space on the first floor of Shire Hall, together with director's offices where the overall space is smaller than the offices currently occupied by directors. The existing offices will therefore be recycled as office space for staff to enable further rationalisation of surplus buildings. This work will be completed by Christmas 2011.
- 3.10 The work to increase the capacity of Saltisford Building 2 has commenced this month with the ground floor phase due to complete by Christmas 2011. The first floor phase will commence in the new year and complete by March 2012.
- 3.11 Work has begun to determine the best use and occupation for Saltisford Buildings 1 and 3, and progress on this will be reported to a future meeting of this committee.
- 3.12 Proposals are being finalised, to be presented to Cabinet in December, on the development of Northgate Street offices including the Museum stores at The Butts and Northgate South (former Court Service offices). Northgate Street offices are occupied by a limited number of staff in the 1930's rear wing. These staff will be relocated to Shire Hall and the property disposed of on the open market. This is clearly a unique and important site for the town centre and officers are advising that the Council approaches this disposal sensitively and to exercise its influence to ensure that development is appropriate and of sufficient quality that it respects the Listed status of the properties and delivers an economic benefit to the town.
- 3.13 An ongoing feature of Property Rationalisation generally is the disposal of surplus assets. Current progress is summarised at **Appendix B**.
- 3.14 Decisions taken as a result of service redesign in the service areas of libraries, youth centres, care homes, extra care housing, fire stations and children's services have identified those assets which will be surplus to requirements and can be disposed of to generate a capital receipt. By default, the receipt will be used to reduce borrowing. The resulting savings in our debt repayments will be allocated to the Property Rationalisation Plan.



## 4.0 Issues and Risks

- 4.1 The Property Rationalisation Programme is a significant programme of work that is challenging the organisation's ability to make significant changes to the way it works, to make difficult decisions to dis-invest itself of property, and to work at a pace and with sufficient resources to compress such a change programme into three years following decades of working in more traditional ways with a surplus of accommodation.
- 4.2 As the programme gathers momentum and as a greater number of projects go live, the cost of making the rationalisation is becoming clearer. To date the one off revenue costs amount to £2.26m which includes the cost of relocating teams and their equipment, storage and furniture needs, the cost of relocating ICT infrastructure, the cost of building closures, the cost of dilapidations (repairs and replacement required before legally the lease can be terminated) and staff compensation costs as a result of a geographical relocation.
- 4.3 These costs are our best estimates and are regularly reviewed and refined, but they are dependant on decisions on where staff are located, service redesign and final designs of any new accommodation.
- 4.4 The issue of community ownership or occupation of Council assets continues, as highlighted in the 25th May report to this committee, to influence the ability to make the savings required of this Programme.
- 4.5 The current economic climate continues to have a negative affect on the property development market. This was highlighted to this committee on the 25th May and continues to do. The ability to realise capital receipts is an important feature of the rationalisation programme, and therefore officers are promoting the adoption of different approaches in order to get the best possible response from the market. Recently two properties have been disposed of by auction which has resulted in achieving a sale price over 50% greater than the reserve value. Officers are also advising that recognising the difficult property market conditions, the Council do not seek to dispose of property at an undervalue to achieve a 'quick sale' in order to secure a capital receipt. Instead a prudent approach be taken to first demonstrate that any disposal that would potentially be at an undervalue, is justified by its ability to offset other costs to the Council, such as ongoing security and maintenance costs of empty property, and therefore would be a net benefit to the public purse.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Steve Smith	stevesmithps@warwickshire.gov.uk
Head of Service	Steve Smith	
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Colin Hayfield	colinhayfield@northwarks.gov.uk

Property Rationalisation Project - Work Programme - August 2011 - January 2012

APPENDIX A

Sub-projects	Year							Savings/Comments
	Month	August	September	October	November	December	January	
<b>SP20. AHCS Office Accommodation</b>								
Vacate Turnpike Gate House, Alcester, at end Aug and relocate staff to Arden Court (and staff from Arden Court to Arden House)	I	I						Turnpike Gate House will be returned to Landlord
<b>SP10. Saltsford</b>								
Implement plans for Saltsford 2 as set out in business case (see moves of staff into the building in SP2 below)	I	I	I	I	I	I	I	
Determine best utilisation of Saltsford 1 & 3 in light of anticipated service changes involving CYPF and possibly Public Health	F	F	F	F	F	F	F	
<b>SP9. Shire Hall/Barrack Street</b>								
Roll out phased office upgrade & staff moves	I	I	I	I	I	I	I	
Space plan to max out 1st and 2nd floors of Barrack Street		F	F	F				
Complete works for new Library, Directors offices and Registrars	I	I	I	I	I	I	I	
Explore the potential to relocate Public Health from Westgate House and implement		F	F	F	I	I		Part of our leased space in Riverside House can be vacated
Progress plans to create the Warwick Local Centre in the ground floor of Barrack Street			F	F	F	F		
<b>SP29. CYPF accommodation in Stratford</b>								
Complete negotiations with SDC to lease part of Elizabeth House as a LC, assist with appraisal into possible relocation of Stratford Library & plan the move of staff from Rother Street, Arden Court and Arden House (by March 2012)	F	F	F	F	I	I		8 Rother Street & Arden Court will be released in March 2012
<b>SP34. Fire &amp; Rescue Service</b>								
Determine disposal plan for Warwick & Bnnklow Fire Stations & implement	F	F	F	I	I	I		Warwick & Bnnklow Fire Stations will be released
Progress potential redevelopment of Leamington Fire HQ	F	F	F	F	F	F		
<b>SP2. Warwick/L Spa Office Accommodation Review</b>								
Vacate Deer Park and 39/45 Warwick Road, Kenilworth and transfer staff to Saltsford			I	I	I	I		Deer Park & 39/45 Warwick Road, Kenilworth can then be released
Complete feasibility study into opening up Wedgcock House training rooms to wider use					F	F		Will release training space at Myton Park
Review options to optimise space use at Wedgcock House and Montague Road (including rationalising storage)					F	F		Will release space at Montague Road
Progress options for relocating county wide collections from Warwick Library & implement	F	F	F	I	I			
Complete Business Case for moving museum collections and staff from The Butts to Montague Road and Barrack Street	F	F						Capital receipt for Butts site once Northgate Street development goes ahead
<b>SP1. Rugby Office Accommodation Review</b>								
Vacate Newton & Faraday Halls, moving staff to Oakfield Park & Bloxham Centre & complete other associated staff moves between Fawsley House & Oakfield Park	I	I	I					Newton and Faraday Halls can then be sold together with the college
Complete Business Case for maxing out Oakfield Park through new furniture and ICT				F	F	F		Enable other space in the Rugby area to be released
<b>SP3. Nuneaton/Bedworth Office Accommodation Review</b>								
Review the best use of Kings House moving forward, together with other accommodation in Bedworth, including exploring the needs for a Local Centre			F	F	F	F		
Explore options for creating a Local Centre in Nuneaton			S	S	S	S		
<b>SP30. Youth Centres</b>								
Provide advice to community organisations progressing Business Cases for taking over youth centres, then work on transfers	F	F	F	I	I	I		
Assist Youth service in the closure of youth centres being returned to Landlord or school	I	I	I	I	I	I		
Progress the disposal of Coleshill & Baddersley Youth Centres and Coton End office	I	I	I	I	I	I		Capital receipts
<b>SP20 &amp; SP31. Adult Access &amp; Local Centres LC's are also covered in SP 1, 2, 3 &amp; 29</b>								
Pursue the development of the Local Centre in Atherstone			F	F	F	F		
<b>SP35. Libraries</b>								
Provide advice to community groups seeking to take over library premises and work on transfers/disposals	F	F	F	I	I	I		
<b>SP19. 185 Drayton Avenue</b>								
Take report to cabinet declaring surplus and sell to Springfield Mind	I	I	I	I	I	I		Capital receipt
<b>SP6. Surplus assets</b>								
Progress disposals where prudent to do so	I	I	I	I	I	I		
<b>SP12. Unused/underutilised land</b>								
Complete review of all areas of land held within the portfolio and progress disposals where appropriate	S	S	I	I	I	I		
<b>SP13. Co-location opportunities</b>								
Complete the feasibility studies in to the proposed developments at Kenilworth and Southam	F	F	F	F	F	F		
<b>SP15. Leases to external bodies</b>								
Complete review of all leases where there is no specific Directorate/Service interest in the use of the property and progress disposal/transfer where appropriate	S	S	I	I	I	I		
<b>SP20. AHCS Office Accommodation</b>								
Advise Landlord of intention to vacate Ellen Badger Hospital, Shipston (31 March 2012) and determine alternative location (probably Arden House)						I		Ellen Badger Hospital will be released
<b>SP42. Business Centres</b>								
Undertake a review of the rationale for retaining the Business Centre Portfolio	S	S	S	S				
<b>SP25/26 Community Support Services and Day Centres</b>								
Work with People Group on a review of service provision	S	S	S	S				

Key	Project Completed
	Total of combined budgeted receipt

Row	Property/land holding	Description of Transaction	Comments	Forecast Completion	Received 2011/12	Forecast 2011/12 (Net)	Forecast 2012/13 (Net)	Forecast 2013/14 (Net)	Forecast 2014/15 (Net)	Total (Net)
17	Newton & Faraday Hall, Rugby	Potential disposal in conjunction with Warwickshire College	Subject to ongoing property review and appraisal of occupational requirements, accommodation could become surplus and available for disposal.	31-Oct-12						£0
18	Paddox Primary School, Rugby	Disposal of surplus school site (see entry re part school site below)	School has relocated to adjoining Paddox School site but property not entirely vacated - Holly Lodge nursery still in occupation of part of site but due to relocate by March 2012. Planning permission may be sought for site but disposal of all or part will be subject to securing S77 consent and marketing period	01-Jun-12			£1,000,000.00			£1,000,000
19	Part of Paddox Primary School, Rugby	Disposal of part of redundant school	Disposal of part to Holly Lodge nursery to consolidate their existing operations on land currently held on a ground lease.	31-Dec-11		£295,000.00				£295,000
20	Rokeby Priary School, Rugby	Disposal of surplus school site following relocation	Site vacated in summer 2009. Disposal programme delayed due to market conditions. Cabinet authority required before disposal can take place. Marketing to commence following approval and S77 consent agreed.							£0
21	Atherstone former Magistrates Courts	Joint disposal of Magistrates Court site and adjoining police station site	Agents have been appointed to market site on behalf of WCC and the police authority. Disposal proceeds will not be received by WCC. Sale being undertaken on behalf of Courts Service in accordance with memorandum of understanding.	01-Apr-12			£0.00			£0
22	Lower House Farm	Land swap	Lower House Farm site purchased to develop a waste recycling and transfer station to be swaped with adjoining land owned by IM Properties to assist with the comprehensive development of their Birch Coppice Phase 2.	01-Apr-11	£175,000.00					£175,000
23	Hurley Farm	Disposal			£17,500.00					£17,500
24	101 Bottril Street, Nuneaton	Disposal of surplus residential property	3 bed residential property no longer required. Due to be declared surplus at Council meeting on 28th June 2011 and then marketed. Agents to be appointed.	31-Mar-12		£95,000.00				£95,000
25	Former caretakers House, Stockton Primary School, Stockton	Disposal of surplus residential property	Former caretakers house that is no longer required. Due to be declared surplus at Council meeting on 14th July 2011 and then marketed. Agents appointed for sale by auction	31-Mar-12	£296,720.90					£296,720.90
26	Milverton PRU, Leamington Spa	Disposal of former PRU following relocation to alternative premises	Site vacant and ready to be marketed. To be marketed by Private Treaty.	31-Mar-12		£390,000.00				£390,000
27	185 Drayton Avenue, Stratford upon Avon	Offices no longer required	Sale to current occupier being negotiated (slowly!)	31-Mar-12		£360,000.00				£360,000
28	2 Heath End Cottage, Snitterfield	Freehold of former tenanted smallholdings cottage now available for disposal following vacation by tenants	Property offered for sale by auction. No sale achieved at auction on 30th September 2011. Property likely to be sold by private treaty.	31-Dec-11		£280,500.00				£280,500
29	Warwick Fire Station	Former fire station declared surplus to operational requirements of Fire and Rescue in June 2010. Has residential/commercial potential.		31-Mar-13			£300,000.00			£300,000
30	Brinklow Fire Station	Former fire station declared surplus to operational requirements of Fire and Rescue in June 2010. Has residential/commercial potential.	Local planning policy requires community uses to be given priority and requires adequate expose (say a year's marketing) to demonstrate that there is no alternative viable community use before it can be considered for other uses.	31-Mar-13			£80,000.00			£80,000
31	Studley Fire Station	Former fire station declared surplus to operational requirements of Fire and Rescue in June 2010. Has residential/commercial potential.								£0
32	Grendon Household Wastesite	Freehold disposal of former household waste site that will be redundant due to replacement facility being provided at Lower House Farm site.	Planning permission being sought for residential use of site. Marketing will commence pending outcome of planning application.							£0
33	Coleshill Youth Centre	Disposal of leasehold interest to Coleshill								£0
34	Seymour Centre (former PRU) Great Alne	Freehold disposal of former PRU	Restrictive covenant limits use of part of site and local planning policy requires community use to be given priority and requires adequate marketing (say a year's marketing) to demonstrate that there is no alternative viable community use before it can be considered for other uses.							£0
35	119 Hillcrest Road, Nuneaton	Disposal of freehold residential property								£0
36	Bidford Rural Housing site	Freehold disposal of land								£0
37	Salford Priors Rural Housing site	Freehold disposal of land								£0
38	Kingsbury library	Library site that is available for disposal on a freehold or leasehold basis following library review and public consultation.	Value of site subject to planning							£0

Key	Project Completed
	Total of combined budgeted receipt

Row	Property/land holding	Description of Transaction	Comments	Forecast Completion	Received 2011/12	Forecast 2011/12 (Net)	Forecast 2012/13 (Net)	Forecast 2013/14 (Net)	Forecast 2014/15 (Net)	Total (Net)
39	Studley library	Library site that is available for disposal on a freehold or leasehold basis following library review and public consultation.	Value of site subject to planning							£0
40	Bedworth heath library	Library site that is available for disposal on a freehold or leasehold basis following library review and public consultation.	Value of site subject to planning							£0
41	Badersley library	Library site that is available for disposal on a freehold or leasehold basis following library review and public consultation.	Value of site subject to planning							£0
42	Badersley Youth Club	Youth club site that is available for disposal on a freehold or leasehold basis following service review and public consultation.								£0
43	Beada House, Bedworth	TBC								£0
44	Arden Hill Family Centre, Atherstone	TBC								£0
45	Holly Walk House, Leamington Spa	TBC								£0
46	Caldwell Grange HEP, Nuneaton	Sale as going concern with TUPE transfer								£0
47	Bracebridge Court HEP, Atherstone	Sale as going concern with TUPE transfer								£0
48	Orchard Blythe HEP, Coleshill	Sale as going concern with TUPE transfer	Tender information being prepared. Tender documentation due to be completed by end of November 2011.							£0
49	Four Acres HEP, Studley	Sale as going concern with TUPE transfer								£0
50	Park View HEP, Warwick	Sale as going concern with TUPE transfer								£0
51	The Lawns HEP, Whitnash	Sale as going concern with TUPE transfer								£0
52	Mayfield HEP, Bedworth	An extra care housing site								£0
53	The Cottage, Arden Hill, Atherstone									£0
54	Lower meadow HEP, Stratford	Sale as going concern with TUPE transfer								£0
55	Former Abbotsbury HEP, Rugby									£0
56	Former Marie Correlli (Extra care housing site)									
57	The Fordsfield Centre, Leamington									
58	Youth Centre, 71 Coton End, Warwick									
59	71 Coton End, Former Area Community									
60	16 Old Square, Warwick									

Key	Project Completed
	Total of combined budgeted receipt

Row	Property/land holding	Description of Transaction	Comments	Forecast Completion	Received 2011/12	Forecast 2011/12 (Net)	Forecast 2012/13 (Net)	Forecast 2013/14 (Net)	Forecast 2014/15 (Net)	Total (Net)
61	Myton Park, Warwick									
62	Fields Nature Reserve, Ufton									
63	Cutting Local Nature Reserve, Stockton									
64	Pound Lane PRU									
65	Integra8, Nuneaton									
66	Bedworth Fire and Training Centre	Potential disposal								
67	Ramsden Centre									
68	Former WRVS premises, Leamington									
										£0
					<b>£4,365,876</b>	<b>£3,167,000</b>	<b>£4,173,500</b>	<b>£10,850,000</b>	<b>£0</b>	<b>£22,556,376</b>

## Overview and Scrutiny Board

20 December 2011

### Big Society Fund 2011/12

**Recommendation:**

The Board is asked to:

1. Note the background and current position in relation to the allocation of the Fund
2. Consider the options for scrutinising the impact of the Fund in 2012/13

## 1 Introduction

- 1.1 On 16<sup>th</sup> June 2011, Cabinet agreed to establish a Big Society Fund of £125,000. At the same meeting, Cabinet adopted the Big Society Vision and Aspirations – attached as Appendix One.
- 1.2 In July 2011, the Fund was launched and publicised. Information about the application process, and criteria is attached as Appendix Two. A Closing Date of 16<sup>th</sup> September was given, by which time 76 applications had been received with requests to the value of £909,830.
- 1.3 On 29<sup>th</sup> September an Assessment Panel convened to consider the applications. This was made up of:

Mark Ryder	Head of Localities and Community Safety
Nick Gower Johnson	Localities and Partnerships Manager
Alistair Rigby	Localities and Communities Officer – North Warwickshire
Andrea Buckley	Localities and Communities Officer – Nuneaton & Bedworth
Hannah Cramp	Localities and Communities Officer – Rugby
Jane Coates	Localities and Communities Officer – Warwick
Amanda Wilson Patterson	Localities and Communities Officer - Stratford
Jo Giblin	Area Support Officer – North Warwickshire

- 1.4 The Panel considered each of the applications in line with the published Criteria and attributed a provisional score to each application.
- 1.5 Following this, those applications which scored comparatively highly were looked at in greater detail in order to identify the level of funding actually required (as opposed to requested) to meet the main purposes of the application.
- 1.6 It became apparent that the possibility of increasing the value of the fund should be explored. In view of the unpredicted and extensive response from community groups to the funding opportunity, it was considered that the Council would want to support as many as possible of those applications which had scored highly through the assessment process.
- 1.7 Following the Portfolio Holder's decision making session on 21<sup>st</sup> October 2011, it became apparent that, due to an unfortunate administrative error, an application from Shipton on Stour Town Council for £10,000 to support a new approach to community transport arrangements had not been considered by the Panel. Steps have been taken to rectify this and the Town Council has been informed that the Panel will be reconvened in order to consider the application in line with the published criteria.

## **2 Portfolio Holder decision making**

- 2.1 Following the process described above, the Assessment Panel submitted its recommendations to the Strategic Director for Communities – Appendix Three.
- 2.2 The recommendations were endorsed by the Strategic Director who confirmed that the Fund would be increased by a sufficient amount to enable the recommendations of the Panel to be met (£230,050). These recommendations were then considered and endorsed by the Portfolio Holder on 21<sup>st</sup> October 2011, having been circulated in advance to all Councillors
- 2.3 Following the decision making session, Officers have:
  - a) Confirmed the outcome to each of the applicants
  - b) For unsuccessful applicants, signposted them to other sources of advice and support – notably the Area Teams and WCAVA
  - c) For successful applicants, formally offered the amount recommended by way of grant and ensured that appropriate conditions are attached which (without being over burdensome) will both ensure that the purposes of the application can be met and the Council's interests assured.

- d) Ensured (and this is of most relevance to those successful applications that relate to community library and youth centre take-over) that the approval of the grant is conditional upon all appropriate approvals being secured
  - e) As required (and at the request of the local Councillor) by the Portfolio Holder reviewed the scoring of the application in respect of Salford Priors Youth Club (Application B56, shown in Appendix Three). This was done with no change in scoring or recommendation resulting
- 2.4 Officers will now be working with colleagues to ensure that, as far as possible, monitoring arrangements for successful applicants who have received support from a variety of sources (for example the Libraries Capital Fund, and Area Committee funding) are as streamlined and joined-up as possible

### 3. Future arrangements

- 3.1 Whilst members of the Board are asked generally for their views on work done to date, it will be appreciated that it is far too early for Officers to assess the impact and effectiveness of the grants allocated.
- 3.2 Nevertheless views of Board members would be very welcome, in particular their suggestions for any future scrutiny of these or related matters.

**Background Papers** (Please list below, with electronic links where applicable)

Cabinet 16<sup>th</sup> June 2011 'The Big Society'  
Report to Portfolio Holder decision making session 21<sup>st</sup> October 2011

	<b>Name</b>	<b>Contact details</b>
<b>Report Author</b>	Nick Gower-Johnson	01926 412053 nickgower-johnson@warwickshire.gov.uk
<b>Head of Service</b>	Mark Ryder	01926 414129 markryder@warwickshire.gov.uk
<b>Strategic Director</b>	Monica Fogarty	01926 412514 monicafogarty@warwickshire.gov.uk
<b>Portfolio Holder</b>	Cllr Colin Hayfield	



## Appendix One

### BUILDING OUR BIG SOCIETY IN WARWICKSHIRE Vision and Aspirations

#### A Our Vision

***'Our overall vision for the Big Society is to establish well-organised, compassionate and thriving communities and to enable an environment and working culture where it is easier for our communities to do things for themselves to address the issues that really matter to them***

#### B Our Aspirations

##### 1. Help communities to help themselves. We will:

- Encourage and support local communities to do things for themselves.
- Encourage volunteering and do everything we can to remove any red tape that may be a disincentive to people getting involved
- Ensure that local people have access to clear information about how local public services are run, how resources are used, who is responsible for what, and proposals for any changes to services.
- Work constructively with all of our partners rather than in isolation from them

##### 2. Make sure that everyone has the opportunity to influence the decisions that affect them. We will:

- Support councillors at parish, town, district and county level to be community champions acting as the key local contact point and advocate for their local community
- Do everything that we can to devolve decision making as close as possible to local communities and we will help them make decisions about services in their area
- Continue to support and develop the Community Forums as a significant method of engaging with local people and enabling them to influence decisions that affect them
- Make sure that there is a common understanding of which decisions are open to influence and those that are not
- Use suitable methods to engage with our communities and ensure that we make the most of the opportunities offered by existing local networks and, groups and events

##### 3. Give support where it is most needed. We will:

- Target our resources and support to individuals, families and communities most in need.

- In our priority neighbourhoods, aim to build community resilience, capacity and support, and early intervention.
- Support communities to run their own affairs, where communities have less immediate problems and greater capacity
- Work to make sure that all sections of the community are supported to play a full role in community life and that all voices are heard.

**4. Help local people to shape and deliver public services. We will:**

- Actively encourage the delivery of public services by voluntary and community organisations, parish and town councils, faith organisations, social enterprises, staff mutuals and co-operatives
- Make sure that the expressed views of customers and communities shape the services that they receive
- Support the creation and expansion of mutuals, cooperatives, charities and social enterprises
- Engage fully with the private sector and facilitate their involvement in local communities
- Identify resources to help communities take responsibility for providing services in their communities

## Appendix Two

# BIG SOCIETY FUND 2011/12

## Guidance Notes and Application Form

### 1. Introduction

£125,000 is available from the County Council's Big Society Fund to provide grants which directly contribute to the Council's Vision and four Aspirations for Building the Big Society in Warwickshire.

#### **Our Vision**

To establish well-organised, compassionate and thriving communities where local people can do the things they really think are important for themselves

#### **Our Aspirations**

1. Help communities to help themselves.
2. Make sure that everyone has the opportunity to influence the decisions that affect them.
3. Give support where it is most needed.
4. Help local people to shape and deliver public services.

Priority will be given to applications which directly support efforts being made by local people to take responsibility for the delivery of services to the public in their communities- for example running community libraries, community youth provision, and community transport.

Applications are invited by **12pm on Friday 16<sup>th</sup> September 2011**, and will be assessed against the criteria as set out in this document. Decisions will be made and communicated by 7<sup>th</sup> October 2011.

If you need help developing your project, making your application, and finding funding please contact Warwickshire Community And Voluntary Action ([www.wcava.org.uk](http://www.wcava.org.uk)) or, in Stratford, Voluntary Action Stratford On Avon ([www.vasa.org.uk](http://www.vasa.org.uk)). Alternatively, you can contact the County Council's Localities and Partnerships Team (via Nick Gower Johnson – contact details below).

If you require this information electronically, or in a different format, please contact: [grants@warwickshire.govuk](mailto:grants@warwickshire.govuk), or telephone Nick Gower Johnson on: 01926 412053, or download at: [www.warwickshire.gov.uk/grants](http://www.warwickshire.gov.uk/grants)

## **2. Eligibility and scoring criteria**

**To be eligible to apply for the Big Society Fund, your project MUST:**

- ✓ Provide lasting benefit
- ✓ Contribute directly to the Big Society Vision and Aspirations
- ✓ Meet all four scoring criteria as set out below
- ✓ Be looking to spend the grant within 12 months of its award
- ✓ Be led by a community or voluntary organisation, or a parish council (if organisation is yet to be established, appropriate temporary arrangements must be in place)
- ✓ Have the support of a Warwickshire County Councillor

There are no restrictions regarding either the amount to be requested or as regards capital or revenue. However, applicants should be aware of the limited funding available, and that this is a countywide 'pot'.

All applications will be scored out of a total of 20 points against the following criteria, based on the information you provide in your application form. Projects must meet all of the criteria.

<b>Criteria</b>	<b>Eligible projects</b>	<b>Max. points</b>
<b>Helping communities to help themselves</b>	Projects with strong community involvement and which increase the self-reliance of local communities	4
<b>Giving people the opportunity to influence decisions</b>	Projects which do one or more of the following: <ul style="list-style-type: none"><li>• Provide a voice and/or meeting place for residents and community interests</li><li>• Enable residents to play a role in running local services</li><li>• Support the interface between public agencies and communities</li></ul>	3
<b>Give support where it's most needed</b>	Projects which benefit communities facing disadvantage or which would otherwise be losing provision	5
<b>Help local people to deliver public services</b>	Projects which enable communities to take over the management of services or assets from public agencies	8

## **3. Payment and Monitoring**

Grants will generally be paid in advance of the delivery of your project.

Once it has spent the grant, your project will need to supply evidence that it has delivered the activity as described in the application form.

## **4. Application process**

- a) Please fill in the application form carefully, with regard to the following:
- Please either type your application or use black ink.
  - Pay careful attention to the questions that are being asked, and regard to the scoring criteria. In order to score highly, your application will need to provide clear evidence that it meets the stated criteria.
  - The size of the boxes on the application form should be taken as a guide to the level of detail required. If there is insufficient space available please use a further sheet or, expand the boxes if an electronic copy is used.
  - Applicants should submit evidence of costs where appropriate - no other supporting evidence is necessary at this stage.
- b) Your application will need the support of a County Councillor. This could be your local Councillor or another Councillor with an involvement in the project. If you are not sure who to contact, please ask us for advice. We would advise you to discuss your proposals with the Councillor as early as possible.
- c) Please email your application to **grants@warwickshire.gov.uk**, or send to Nick Gower Johnson, Warwickshire County Council, PO Box 9, Shire Hall , Warwick CV34 4RR.
- d) We will ask your local Councillor to confirm support of your application.

Appendix Three

BIG SOCIETY FUND 2011/12

ASSESSMENT OF APPLICATIONS & RECOMMENDATIONS

Ref	Applicant	Area	County Councillor Support	Score	Amount Requested £	Suggested Funding £	Purpose of Application
<b>A</b>	<b>Bids Scoring 18</b>						
BS2	Baddesley Ensor Parish Council	NW	Cllr Sweet	18	6800	6000	To support establishment of community library
BS6	Friends of Dordon Library	NW	Cllr Sweet	18	11425	10000	To support establishment of community library
BS7	Hartshill Parish Council	NW	Cllr Fox	18	11000	10000	To support establishment of community library
BS13A	Keresley Village Community Library	NB	Cllr McCarney	18	25444	20000	To support establishment of community library
BS14	Manor Court Baptist Church	NB	Cllr Hicks	18	2666	2500	To enhance capacity of community to address debt issues
BS15	Nuneaton Caribbean Community Organisation	NB	Cllr Longden	18	7000	6500	To support establishment of community run youth and community centre
BS17	Wembrook Community Centre	NB	Cllr Tandy	18	14774	13500	To support establishment of community run youth and community centre

BS9	Water Orton Parish Community Library	NW	Cllr Lea	18	10000	9000	To support establishment of community library
BS12	Bedworth & Bulkington Neighbourhood Watch	NB	Cllr Chattaway	18	2000	2000	To support community based approach to tackling crime and asb
BS19	Bulkington Community Library	NB	Cllr Ross	18	3857	3750	To support establishment of community library
	<b>Total of bids scoring 18</b>				<b>94,966</b>	<b>83,250</b>	
<b>B</b>	<b>Bids Scoring 17</b>						
BS66	Kenilworth Centre	Warwick	Cllr Whitehouse	17	14500	11500	To support establishment of community run youth and community centre
BS23	Hill Street Youth and Community Assn	Rugby	Cllr Robbins /Walton	17	20000	14000	To support establishment of community run youth and community centre
BS21	Coventry & Warwickshire YMCA (Brownsover)	Rugby	Cllr Walton	17	45000	16500	To support establishment of community run youth and community centre
BS24	Dunchurch Parish Council	Rugby	Cllr Hazelton	17	10000	7500	To support establishment of community library

BS29	Wolston Parish Council	Rugby	Cllr Timms	17	5000	4000	To support local delivery of services for young people
BS36	Lighthorne Heath Youth Activities	Stratford	Cllr Williams	17	5000	4000	To support local delivery of services for young people
BS42	Studley Village hall Management Committee	Stratford	Cllr Rickhards	17	1150	1000	To support establishment of community library
BS65	Milan	Warwick	Cllr Naylor	17	3000	2500	To support community run day care services for older people
BS20	Binley Woods Parish Council	Rugby	Cllr Timms	17	7200	6000	To support establishment of community run youth and community centre
BS44	Southam Church and Community Project	Stratford	Cllr Appleton	17	10000	7500	To enhance capacity and number of local community volunteers
BS54	Wellesbourne Parish Council	Stratford	Cllr Johnston	17	2000	1800	To support local delivery of services for young people
BS68	The Gap	Warwick	Cllr Ashford	17	9930	8000	To support the delivery of positive programmes and activities for young people
BS59	Chase Meadow Community Centre	Warwick	Cllr Hopkinson	17	25000	12000	To establish a new community centre



BS73	Stratford Town Council	Stratford	Cllr Rolfe	17	1500	1350	To enable full engagement with young people and the Polish community on the Stratford Neighbourhood Plan
	<b>Total of bids scoring 17</b>				<b>159,280</b>	<b>97,700</b>	
<b>C</b>	<b>Bids Scoring 16</b>						
BS1	NW Autistic Spectrum Disorder Friendship Group	NW	Cllr Fowler	16	5000	3000	To establish a specialist toy library for the benefit of children with autism
BS25	Hillmorton Jubilee Assn (Rogers Hall Committee)	Rugby	Cllr Roodhouse	16	12954	8500	Refurbishment of community building to enhance its capability as a community hub
BS59	Can Do	Warwick	Cllr Boad	16	14332	10000	To support local people to take greater ownership / control of local provision
BS35	Henley in Arden War Memorial Trust	Stratford	Cllr Perry	16	10000	7000	To support local delivery of services for young people
BS16	Ash Green Youth Club	N&B	Cllr McCarney	16	1304	1100	To purchase lap tops for use in the Youth Club
BS44	Bidford Community Library	Stratford	Cllr Barnes	16	5000	3000	To support establishment of community library
BS48	Harbury Community Library	Stratford	Cllr Stevens	16	6891	4250	To support establishment of community library

BS49	Henley Community Library	Stratford	Cllr Perry	16	5000	3250	To support establishment of community library
BS55	Outhouse Youth Club Management Committee	Stratford	Cllr Saint	16	5000	3500	To support local delivery of services for young people
BS 72	Whitnash Youth Club	Warwick	Cllr Kirton	16	6358	5500	To ensure continuation of local independent youth club
	<b>Total of bids scoring 16</b>				<b>72,199</b>	<b>49,100</b>	
	<b>Cumulative Total (bids scoring 16-18)</b>				<b>326,445</b>	<b>230,050</b>	

<b>D</b>	<b>Bids Scoring 15 or less</b>						
BS 56	Salford Priors Youth Club	Stratford		15	2,335		To provide additional activities and to sustain the running of an independent youth club
BS 30	ACT. COM	Stratford		15	6,600		Support the refurbishment of the Pavilion Community Centre and to recruit train and support volunteers
BS 32	Get me Into Ltd	Stratford		15	16888		Support the development of multi purpose facilities at youth centre /Kineton High School
BS 33	Stepping Stones Pre School	Stratford		15	3000		To establish a safe outdoor learning area
BS 31	Aston Cantlow Village Hall Committee	Stratford		15	20000		To establish facilities for disabled people and storage at the village hall
BS69	Sikh Cultural and Sports Community Centre	Warwick		15	10000		Provide community youth provision for S Asian young people and an independent community library for the Asian community
BS 57	Age Uk Warwickshire	Warwick		15	20618		To provided dedicated information and advice officers (for BME communities)

BS4	Faststone Enterprise / Beeline Community Transport	NW		14	14717		Community Transport Study
BS16	Positive About Young people	N&B		14	5000		Establish a Mi PPD young people's council
BS27	RoSA	Rugby		14	20928		Recruit a qualified counsellor to work with children and young people
BS32A	Find Your Voice	Stratford		14	2540		Digital photographic project for adults with learning disability
BS31	Stratford CAB	Stratford		14	3000		Outreach service for Bidford on Avon
BS39	Netherfield Association	Stratford		14	20000		Funding to support worker to deliver Daily Living Skills
BS50	Southam Mini Bus Committee	Stratford		14	3000		To contribute towards purchase of community mini bus
BS53	Trustees of Earlswood Village hall	Stratford		14	15000		Extension to Village hall + fixtures and fittings
BS57A	African Caribbean Project	Warwick		14	12500		To stabilise organisation & provide sustainable services
BS58	Lunt Fort Kiddie care	Warwick		14	4000		Early Years Child Care provision
BS60	Hampton Magna Play Area Committee	Warwick		14	30000		Upgrade of existing play area
BS63	Hybrid Arts	Warwick		14	15000		To support young people to volunteer
BS70	Transition Town Leamington Spa	Warwick		14	4400		To run a series of permaculture workshops

BS71	Warwickshire Rural Community Council	Warwick		14	7500		To support transport operators to become more sustainable
BS73	Autism West Midlands	County Wide		13	29982		To provide for autism community coordinator, volunteer training and expenses
BS73	Coventry & Warwickshire Friend	County Wide		13	7000		Training and Volunteer Expenses
BS67	Sherbourne Village Hall Management Committee	Warwick		13	22000		Village Hall Renovation
BS55	Arc School Napton	Stratford		13	10605		To improve the representation of the community on the historic environment record
BS52	Stour United Business	Stratford		13	20000		Funding to support ongoing running costs
BS51	Stratford Sea Cadets	Stratford		13	2000		Provision of a bursary fund
BS26	Percival Guildhouse	Rugby		13	1850		New learning opportunities for adults
BS19A	Nuneaton Town Community Association	N&B		13	4328		Provide young people with the skills needed to fill gaps in service provision
BS10	Tannery Close Residents Assn	NW		13	7500		Provision of CCTV cameras and equipment
BS3	Carving Careers	NW		12	26960		To pride placements and work experience

BS5	Coleshill School	NW		12	12300		Provide arts opportunities for young people in the Coleshill school cluster
BS8	Kingsbury School / Friends of Kingsbury Library	NW		12	35000		To contribute towards new build for community library
BS13	Bulkington Amateur Boxing Club	N&B		12	8500		To support costs of running the facility
BS18	Exhall Amateur Boxing Club	N&B		12	15000		To purchase a small modular building
BS28	Rugby Sikh Community Assn	Rugby		12	50000		Extension to existing Sikh temple
BS30	Avon Bowling Club	Stratford		12	2000		Equipment to encourage new people of all ages to take part
BS37	Long Marston Village Shop	Stratford		12	1259		Car Park repairs
BS38	Lower Quinton Parish Council	Stratford		12	61475		To fund multi purpose play area / social hub
BS61	Hatton Park Residents Assn	Warwick		12	18600		Car park Extension
	<b>Total of bids scoring 15 or less</b>				<b>573,385</b>	<b>0</b>	
	<b>Cumulative Total</b>				<b>899,830</b>	<b>230,050</b>	

## **Item 9**





## Overview and Scrutiny Board – 20 December 2011

### Work Programme and Scrutiny Review Progress Report

#### Recommendation

That the Overview and Scrutiny Board considers:

- the draft work programme at Appendix 1 and amends as appropriate
- Comments on the progress of the scrutiny reviews

#### 1. Draft Work Programme

A draft work programme for the Board is attached for consideration, see Appendix A.

#### 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 C. The Task and Finish Groups that are currently live are:

- Paediatric and Maternity Services
- Older Adult Mental Health Services
- Post 16-Transport (review due to commence January 2012)

#### 3. Forward Plan Items

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

##### Cabinet 26/01/2012

##### **2012-13 Budget – An Update**

To inform Cabinet of any changes to the information in the draft budget proposals in light of the consultation and the Formula Grant Settlement

##### **Q3 Monitoring**

This report informs members of the forecast 2011/12 financial and performance position of the authority. It highlights the main reasons for any variations for each service and the impact on the authority's reserves position and the delivery of the medium term financial plan

### **Property at Bath Place, Leamington EMEMPT**

Following the fire at this property in September 2009 and the negotiations for an insurance settlement the report proposes what is to happen to the property

### **Disposal of Surplus School Sites**

This report seeks outstanding permissions to enable the final disposal of vacated school sites and buildings

### **Declare surplus and dispose of land adjacent to the Montague Road Depot and the former Ridgeway School site EXEMPT**

Consideration to declare surplus and dispose of land adjacent to the Montague Road Depot and the former Ridgeway School site

### **Report to dispose of land at Ilmington for Rural Affordable Housing and Local Market Housing**

Report to update previous decision in respect of land at Mabels Farm, Ilmington

### **Memorandum of understanding between Warwickshire, Coventry City Council and Solihull MBC**

To consider forming an agreement with Coventry CC and Solihull MBC on joint working

### **Cabinet 16/02/2012**

#### **Rural Broadband Development Proposals and Local Broadband Plan**

As part of the Government Initiative to improve Broadband in rural areas, Warwickshire County Council in partnership with Coventry City Council and Solihull Metropolitan Borough Council are seeking to submit a local broadband plan to BDUK. This will attract up to £4m. government support for this initiative. This report outlines our proposals for supporting the development of Broadband in rural Warwickshire.

#### **Approval of new ICT Strategy**

The County Council ICT Strategy has been reviewed as planned at the end of 2011. This document presents the new Strategy and highlights key elements of the Strategy

#### **Adoption of Google Mail Product**

As part of the plans to replace our current e-mail system, Warwickshire County Council has led a Cabinet Office G-Cloud Project exploring the potential benefits of adopting a Cloud Computing Solution. This document reports on the results of a pilot of these facilities and will outline the business case for adoption if

the pilot is successful.

#### **4. Dates of Future Meetings**

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

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

November 2011

## Overview and Scrutiny Board Work Programme 2011/12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
25 Jan 2012	Questions to the Portfolio Holders			√							
	Treasury Management Monitoring Report 2010/2011 (Phil Triggs)		√								
	Delegation of Topics Across Scrutiny (Monica Fogarty)	A report giving suggestions on how different topics should be delegated across scrutiny committees				√					√
	Review of Big Society Fund applications	To enable the Overview and Scrutiny Board to comment on the funding applications received and decided upon	√	√		√					
28 Mar 2012	Questions to the Portfolio Holders										
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										

<b>Briefing Notes</b>		
<b>SUBJECT OF BRIEFING NOTE</b>	<b>OBJECTIVE OF BRIEFING NOTE</b>	<b>COMMENT / FURTHER INFORMATION</b>
Consumer Direct	To update O&S Board Members on changes to Consumer Direct.	<i>Requested from Mark Ryder on 10/11/11</i>
School Transport – Vacant Seats Policy	To update the Board on changes to the Vacant Seats Policy	<i>Requested from Mark Gore on 16/11/11</i>

### 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 C

### Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
<b>Hawthorn Ward</b> 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.
<b>School Exclusions</b> 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.
<b>Safeguarding Children</b> 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.
<b>Child Adolescent Mental Health Services (CAMHS)</b> 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.
<b>Support for Carers</b> 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,
<b>Rugby A&amp;E Services consultation</b> 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

<b>Topic</b>	<b>Reports to Parent Committees</b>	<b>Status</b>	<b>Comments</b>
<b>Ante Natal and Post Natal Services for Teenage Parents</b> 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.
<b>Communication with the public and financial accountability</b> 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.
<b>Public Service Reform</b> 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.
<b>Household Waste Recycling Centres</b> 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.
<b>Adult Social Care Prevention Services</b> 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.
<b>Discharge from Hospital and Reablement</b> 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.
<b>Supporting the Local Economy</b> 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 were considered by the Communities OSC on 31.08.2011.



<b>Topic</b>	<b>Reports to Parent Committees</b>	<b>Status</b>	<b>Comments</b>
<b>Waste Disposal</b> 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.
<b>Quality Accounts</b> 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
<b>Paediatric Cardiac Surgery Services in England</b> Cllr Martyn Ashford, Cllr Peter Barnes, Cllr Sarah Boad, Cllr Richard Chattaway	This was agreed "virtually" by the Adult Social Care and Health Overview and Scrutiny Committee	Complete	The response was sent to the Department of Health before the deadline of 5 October 2011
<b>Paediatric and Maternity Services</b> Cllr Peter Balaam (Chair) Cllr Martyn Ashford, Cllr Carolyn Robbins, Cllr Barry Longden, Cllr Sonja Wilson, , Lesley Hill (LINK)	This is expected to report to Adult Social Care & Health OSC in February 2012	Live	A public consultation was scheduled to begin on 5 December seeking views on proposed future model(s) of service delivery. It is now expected to begin in the new year, at a date yet to be determined The role of the T&F Group is not only to formulate a response to the consultation, but also to scrutinise the pre-consultation phase - looking at the process by which the Cluster has established its proposals and determining whether appropriate engagement with stakeholders and service users has taken place.
<b>Older Adult Mental Health Services</b> Cllr Jerry Roodhouse (Chair) Cllr Peter Fowler, Cllr Sid Tooth	Adult Social Care and Health OSC – 15 February 2012	Live	This consultation is expected to commence in the new year. The Task and Finish Group has held initial meetings with CWPT, Arden Cluster and colleagues within Adult Social Services.
<b>Post 16 Transport</b>	To be confirmed	Live	Review to commence January 2012