

**Overview and Scrutiny Board
14th March 2012**

**Transformation through Strategic Commissioning
Update Report**

Recommendation

The Overview and Scrutiny Board are requested to note the update and comment accordingly.

1.0 Introduction

- 1.1 This report provides the first process and programme update to the Overview and Scrutiny Board and attached as Appendices A to C are the scoping documents for the three substantive reviews currently underway.

2.0 Update

- 2.1 Three reviews are currently formally underway:

- Strategic Commissioning and Performance Management (SC&PM)
- IT Infrastructure and Support (IT)
- Highways and Transport (H&T)

- 2.2 Each of the reviews formally underway have been the subject of scoping exercises including, as agreed at the last meeting of the Overview and Scrutiny Board, engagement with the relevant Overview and Scrutiny Members (For the SC&PM and IT reviews this engagement has been retrospective given that these two reviews were progressed pending resolution of the most appropriate way to capture Members' views). Feedback from each of the engagement meetings has been shared with the relevant Strategic Director who is considering the comments made. A copy of each of the scoping documents (as currently constituted – this reflects the retrospective nature of some of the engagement) is attached as appendices A, B and C. It should be noted that as the SC&PM review has progressed, it has become apparent that the scope in relation to the Strategic Commissioning element of this review may benefit from additional refinement, any addendum to the scope reflecting his position will be tabled at the meeting to allow for additional member comment.

- 2.3 Work is progressing for each review with the SC&PM and the IT review being well progressed. A verbal update for each review will be presented to the Board at the meeting – this will allow for the most up-to-date information to be shared with members during a period of high activity.

- 2.4 Two further reviews – Adult Social Care and Fire and Rescue – are currently being considered by the respective members of Corporate Board. Given the existing level of transformational activity in these two areas, an additional step of the Services' producing 'position statements' has been introduced. These 'position statements' are currently being reviewed with a view that focused scoping documents will follow, these focused scopes, will be subject to member engagement as agreed.

- 2.5 Initial work to identify lead Heads and Service and Review Managers is being undertaken for forthcoming reviews of Human Resources – Strategic, Schools and Learning and Vulnerable Children and Young People.
- 2.6 Work will also shortly commence on a review of the first quarter of the Transformation through Strategic Commissioning Programme, including lessons learnt and proposed measures to address areas requiring improvement.

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Strategic Commissioning & Performance Management Service Review

Scope and Mandate for Options Appraisal

1. Purpose of Project

The purpose of this project is to review the council's performance management and strategic commissioning arrangements and identify how improvements can be achieved with an emphasis on ensuring improvements in outcomes delivered. Included in scope are strategic commissioning and performance management functions across the council as well as localities, information governance, equality and diversity, project / programme management and process improvement

The key service outcomes that form the basis of this review are Warwickshire County Council's ability to:

- ▶ Provide accurate, timely and relevant information on trends and future requirements of users of Council services and citizens of Warwickshire
- ▶ Develop relevant plans that meet the requirements of the Council and where appropriate its service users
- ▶ Provide accurate, timely and relevant information on the performance of Council (and partner) services that enables effective management intervention to improve outcomes and value for money
- ▶ Ensure that the needs/wants of service users are being considered and addressed with confidence to deliver or provide service equitably in accordance with the Council's agreed policies/arrangements
- ▶ Make effective commissioning decisions to optimise the allocation of the council's resources
- ▶ Have effective partnership arrangements and in particular work effectively with partners to deliver services and make joint commissioning and decommissioning decisions in the interests of the people of Warwickshire
- ▶ Ensure the People Group commissioning arrangements are fit for the future

2. Scope and Approach

The remit is to look at Strategic Commissioning and Performance Management functions provided by WCC and the outcomes those functions deliver. Stakeholder involvement, including the role of Elected Members, within those functions is in scope. (The final scope of functions / services listed in 4.1 and 4.2 on page).

WCC's Strategic Directors, The Head of Service - Service Improvement and Change Management, Head of Service - Strategic Commissioning will undertake the review process supported by the Corporate Programme Management Office. Other Heads of Service with responsibilities for the areas in Appendix A will be engaged in the review process as appropriate.

Section 4.2 lists the Heads of Services and teams currently delivering the strategic commissioning and performance management services and provides an indication of the quadrant(s) of the strategic commissioning cycle the teams currently support. (For this service review the 'Do' stage refers to the activity of commissioning, not the activity of delivering services that have been already been commissioned.)

Strategic Commissioning activity is undertaken across all Council Groups. The scope of this review includes the strategic commissioning arrangements for the *functions* included in section 4 only (mostly within the People Group). In recognition this will not cover all Council strategic commissioning activity, key lessons and suggested lines of enquiry for subsequent service reviews will be drawn out, in order to inform the leadership expectations and scope of those reviews.

Since this is the first review, learning from the approach taken will be used to inform subsequent reviews.

3. Leadership Expectations

- ▶ The review will use learning from 'best practice' elsewhere to deliver improved outcomes
- ▶ The process will identify opportunities for savings and include costs of delivering change as the options are developed
- ▶ Understand what changes are needed to improve Strategic Commissioning and Performance Management to deliver the priorities for the Council
- ▶ The aspiration is that the timeframe for the review is 16 weeks (March 2012) in order to deliver the full business case. A plan will be in place, working back from that date, showing dates for delivery of the key components of the options appraisal, outline and full business case. In order to achieve outputs in the required timeframe, decisions will be sought virtually wherever possible.
- ▶ Sub-regional and wider public sector partnerships / examples of collaboration are in scope
- ▶ Those involved in leading and undertaking the review will communicate in an open and transparent way.
- ▶ To gather information about HR performance management (for services within scope) and the extent to which business objectives are linked with staff objectives, in order to determine way forward and identify pointers to inform the HR strategic reviews.
- ▶ Stakeholders will be kept informed about the progress being made and the key findings from the review as they emerge.

4. Design Criteria

The Design Criteria associated with the overall programme will apply to this review.

- Engage and involve service users and communities in commissioning decisions
- Is aligned to desired outcomes
- Is in accordance with political ambitions
- 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
- 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

5. Governance Arrangements

Roles and Responsibilities

Strategic Director (Lead)	-	David Carter, Strategic Director for Resources Group
Strategic Director (Critical Friend)	-	Monica Fogarty, Strategic Director for Communities Group, Wendy Fabbro Strategic Director for People Group
Head(s) of Service Review Lead(s)	-	Phil Evans, Head of Service for Service Improvement and Change Management, Claire Saul, Head of Service for Strategic Commissioning
Review Managers	-	Andrew Sharp, Service Manager for Older People, Physical Disability, Intelligence and Market Facilitation, Liz Holt, Assistant Head of Service and Manager of Commissioning Support Service Chris Kaye, Development and Support Manager
Programme Management /Challenge	-	Gill Fletcher, Corporate Programme Manager
Facilitation and Support	-	Corporate Programme Management Office (Gill Fletcher, Julie Smith, Emma Curtis)

A section on decision making will be developed for inclusion in this document, to reflect the involvement of Group's and Head's of Service Leadership Teams. These arrangements will be predicated on the governance already agreed for Corporate Board to receive and take final decisions on the Initial Options Appraisal, Outline Business Case and Full Business case for the review.

Cabinet, Leaders Liaison Group and Overview and Scrutiny Board will be kept informed of progress. Where appropriate, Cabinet will receive recommendations following completion of the Full Business Case stage.

6. Immediate Next Steps

- Corporate Board: refine and agree scope of the review.
- Update the baseline information for the teams to be engaged in the review (Strategic Finance Manager and HR business partners engaged to support this activity – work underway)
- Produce the Delivery Plan for the Options Appraisal, (an initial draft is complete).
- Agree the evidence source and methodology etc. for collecting required information and developing options with Heads of Service and Review Managers and commence work to deliver the Options Appraisal. Meetings are arranged with review managers for early January 2012.

- Agree engagement arrangements for Heads of Service leading business unit functions included in the scope, but not leading part of the review.
- Communications with stakeholders (see Appendix 3).

Head of Service leads for each function

Provided below is the suggested split of responsibility for the first review for each of the lead Heads of Service.

Function	Suggested Head of Service lead
Locality working (inc. partnerships)	Phil Evans
Information Management	Phil Evans
Equality & Diversity	Phil Evans
Business Support (People Group)	Phil Evans
Commissioning Support Service (exc SEN)	Claire Saul
Multi-agency commissioning	Claire Saul
Care Accommodation and Quality	Claire Saul
Older people, physical disability, intelligence, market facilitation	Claire Saul
Learning Disability, Mental Health, Carers & Customer Engagement	Claire Saul
Business Transformation	Phil Evans
Performance & Business Improvement	Phil Evans
Observatory	Phil Evans
Improvement and Development (Resources team)	Phil Evans
Planning and Performance (WFRS)	Phil Evans
Improvement Plan WFRS	Phil Evans

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Strategic Commissioning Review of the Corporate ICT Service Document Outlining Scope and High Level Approach

Purpose of Project

The purpose of the review is to consider the County Council's ICT needs for the medium term future and how these can best be met.

The review will embrace the activities of the Information Assets service. It will focus on our ICT systems strategy, including the way in which systems are commissioned, developed, funded and implemented, particularly the major systems which the Council requires for its successful operation. It will also review the inter-relationship of these systems including their interfaces, information and how they are supported.

The review will produce proposals for:-

- Providing the Council's major ICT based systems
- Providing the Council's ICT infrastructure
- Supporting the Council's ICT infrastructure systems and operations
- Maximising the use of the most up to date systems which are available and affordable to the Council

Defining and delivering a radical ICT Strategy, It will do this within a strategic framework which will guide the future of development of Warwickshire County Council's ICT for the next five years.

Scope and Approach

Lead Strategic Director Critical Friend. Head of Service Executive Review Manager	David Carter, Monica Fogarty Tonino Ciuffini Chris Kaye	Strategic Director for Resources Strategic Director for Communities Head of Information Assets Resources Development & Support Mgr.
Review Officer	Fiona Tomlinson	Development Officer

Chris Kaye acting as Review Manager will allow senior ICT Managers to be freed up to focus on information provision, and options analysis.

In order to meet the wider Strategic Commissioning Review aims to review all services, the review will address the Council's future needs and approach in relation to ICT infrastructure, ICT based systems, ICT support and development. It will include all areas of Corporate ICT including the following four functions already delivered:-

- Added value services to enable exploitation of innovative ICT via Systems Development and Consultancy
- ICT Infrastructure management and support, including Network Management
- ICT Strategy Development and progress management
- ICT support for Warwickshire Staff and Members, including ICT Training

It will also include the contributions currently made by all services of the Council especially in relation to systems development and implementation

Services to Schools will be covered in this review, in so far as they are relevant to the Council's overall approach to Corporate ICT services. Other elements of services to schools are excluded as they are being reviewed as part of the wider Services to Schools Review

A high level breakdown of the activities to reach the completion of the Options Appraisals stage is outlined below. Activities for the Outline Business Case and Full Business Case will be defined as the Options Appraisal progresses.

Activity	By
Sign off full scope document	13/1/12
In line with ICT Strategy Review produce a clear statement of the Vision for ICT at Warwickshire County Council, which will identify the ICT Services that the Council requires, and the reason for them.	20/1/12
In line with the ICT Strategy Review and Business Planning Process, identify the key WCC ICT Priorities for both the next 12 months, in detail, and the next 48 months, at a higher level. These should reflect the requirements of key stakeholders, national, regional and local policy impacts, and technology changes.	3/2/12
Identify, and report on evidence of high-level performance of the current ICT arrangements in terms of delivering previous and proposed ICT Priorities, including survey results and benchmarking where available. This should include a SWOT analysis of the current WCC ICT arrangements. This and later activities will utilise the Outline Key Lines of Enquiry for Options Appraisal.	3/2/12
Identify priority functions and/or sub-functions to be reviewed as part of Options Appraisal, using assumptions at the start of the review, and evidence from the initial activities	10/2/12
Review alternative Operating Models for the relevant functions and/or sub-functions, including engagement with other Councils, and best practice organisations identified as part of this activity.	24/2/12
Produce Options Appraisal Document including a Target Operating Model and options for each functions and/or sub-functions in terms of :- <ul style="list-style-type: none"> ● Redesign and improve ● Consider different ways of delivering service ● Decommission Service It should also identify the activities to be undertaken as part of the next stage of the review - Outline Business Case	2/3/12
Produce Outline Business Case Document including activities to be undertaken as part of the next stage of the review - Full Business Case	30/3/12
Produce Full Business Case Document	27/4/12

Leadership Expectations

- ▶ The review will propose a revised operating model for ICT at Warwickshire.
- ▶ It will use learning from 'best practice' elsewhere to deliver improved outcomes
- ▶ The process will review the level of ICT funding and the ICT financial management arrangements in place. It will also seek to identify opportunities for savings and include costs of delivering change as the options are developed
- ▶ Understand what changes are needed to improve the way in which the Council uses ICT to deliver the priorities for the Council
- ▶ The aspiration is that the timeframe for the review is 16 weeks (April 2012) in order to deliver the full business case. A plan will be in place, working back from that date, showing dates for delivery of the key components of the options appraisal, outline and full business case. In order to achieve outputs in the required timeframe, decisions will be sought virtually wherever possible.
- ▶ Sub-regional and wider public sector partnerships / examples of collaboration are in scope
- ▶ Those involved in leading and undertaking the review will communicate in an open and transparent way.
- ▶ All Strategic Directors and Heads of Service will provide input in a timely manner
- ▶ Stakeholders will be kept informed about the progress being made and the key findings from the review as they emerge.

Strategic Commissioning Review of Transport and Highways

Scoping Document

Purpose of Review

- The purpose of this review is to consider how best the Council can meet the current and future transport needs of the communities and businesses of Warwickshire, in order to deliver the Council's ambitions and aims for transport, safety and protection.
 - Reduce further the number of people who are killed or seriously injured on Warwickshire roads.
 - Proactively maintain the highways network to a safe standard, working with partners to do so.
 - Improve transport options within Warwickshire
- The Review will include all services currently housed within the Transport and Highways division of the Communities Group. It will also, inevitably, require consideration of the interface between the Transport and Highways Service and other services of the Council and partners which use or commission transport services. It will consider issues around public transport planning and operation and the ability of the Council to ensure effective arrangements exist.
- To propose sustainable business and financial models for the Service for the medium term

Scope and Approach

The Council's three year programme: Transformation through strategic commissioning is reviewing all services. Corporate Board oversee the programme, supported by the Corporate Programme Management Office (CPMO) and Council have agreed a set of design criteria to be applied for every review:

- Engage and involve service users and communities in commissioning decisions
- Is aligned to desired outcomes
- Is in accordance with political ambitions
- 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
- 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

As a Strategic Commissioning review, the approach will adhere to the cycle of strategic commissioning and include evidence based recommendations and a record of decisions taken.

A generic set of Key Lines of Enquiry have been developed for all service reviews and a specific set, (over and above the generic set) will be agreed for this review, to provide the evidence required to inform the review.

The Corporate Programme Management Office will construct a set of challenge themes and questions at all stages of the review. In the spirit of openness and transparency, they will be shared with the Strategic Director lead and the Head of Service lead, prior to any corporate board meetings where they may be discussed.

Timescales

- It is anticipated that the first phase of the Review will be completed within 16 weeks culminating in the delivery of a full business case.
- Following signoff of the scope and leadership expectations, the review has three key stages within the first phase: Options Appraisal; Outline Business Case; Full Business Case.
- Importantly, the first key stage of the service review: the options appraisal; will consider and provide recommendations to the Strategic Directors leading the review on the three possible outcomes for this stage:
 - Redesign and Improve
 - Consider different ways of delivering the service
 - Decommission
- Project Management plans will be put in place to achieve these timescales.

Review Governance, Leadership and Management

Lead Strategic Director	Monica Fogarty	Strategic Director for Communities
Critical Friend Director	Graeme Smith	Chief Fire Officer
Lead Head of Service	Graeme Fitton	Head of Transport and Highways
Review Manager	Philippa Young	Senior Project Engineer

It is expected that Phillipa will be released from her substantive role as required to provide the drive and support necessary to achieve the timescales of the Review. The CMPO have both a support and challenge role for the service reviews. The lead officer from the CPMO is Julie E Smith.

Additionally, colleagues from Finance and HR have agreed responsibilities for the review that include:

- assist with the production of baseline information.
- act as critical friend, (with respect to their specialisms) and support the development of options appraisal, outline business case and full business case for future service operating models.
- support development and delivery of implementation / delivery plans, once corporate board, Cabinet / Council have agreed the full business case.

Liz Firmstone, Strategic Finance Manager for the Communities Group and Andy Dunn, supported by Martyn Thompson, HR Business Partners, have been assigned to this review.

Conversations are currently underway with Tonino Ciuffini, Head of Information Assets, in order for ICT services to be engaged in all service reviews. Further information about this engagement will follow.

Corporate Board will be involved at the required key Gateways of the review. Members have agreed to introduce the following arrangements to secure Overview and Scrutiny involvement in the review process:

- *Standing item on each Overview and Scrutiny Board agenda to provide a Programme and process update (CPMO provide this update);*
- *An opportunity for scrutiny Members (Conservative, Labour and Liberal Democrat spokespersons) to meet with the CPMO at the scoping stage of each service review to capture Members' views. The outcome of that discussion would be shared with the appropriate Strategic Director and Supporting Strategic Director as the scoping exercise was completed.*
- *At the discretion of the Chair, and on a case-by-case basis, the Full Business Case following the completion of the review would be presented to the relevant Overview and Scrutiny Committee, prior to consideration by Cabinet. This might require a special meeting of the Committee to convene to consider the Final Business Case to avoid delay in the process. Recommendations or comments raised by the Committee would be subsequently referred to Cabinet for consideration.*

The CPMO will support Strategic Directors, Heads of Service and Review Managers to plan and manage this process.

The relevant Portfolio Holder(s) will be kept apprised of developments throughout the review (The lead Strategic Director and Head of Service will provide this commentary).

Cabinet will be involved to review and approve the Full Business Case.

Communications

A communications plan will be developed, in order to engage and inform customers, staff, partners and wider stakeholders in the service review.

In line with the ethos of the review being undertaken by the service, the Strategic Director / Head of Service leading the review will lead on all communications within their Group.

Areas to be addressed by the Review

Sub-regional working

The Review will test current and future opportunities for collaboration with partners within the sub-region.

Partnership working

The review will test current collaborations and future opportunities for partnership working within the County and also with other cross-border partners.

Customer interface

A specific focus will be on the customer ethos (internal and external) and approaches of those services delivering front-line services to communities.

Reputation

The review will test the extent to which the Service is held in regard locally and nationally and identify proposals for enhancement where appropriate.

Contract and Risk Management

The review will test the robustness of contract management practice within the Service, making proposals for improvement where needed.

Flexible working/workforce

The review will evaluate the flexibility of the work force, identifying any areas for improvement in terms of adaptability; responsiveness to change; and cultural shifts needed.

Economic Downturn

The review will test the resilience of the Service in terms of responsiveness to the economic downturn whilst also exploring future flexible workforce and business models

Activity

The Review will cover all services within the Transport and Highways Division namely:-

- Design Services
- Transport Operations (includes Fleet Management and Maintenance, which is also included within the Support Services Review in Tranche 3 of the Commissioning Review Programme)
- Road Safety
- Traffic Projects
- Transport Planning
- Highways Maintenance

Although part of the Sustainable Communities division, Transport Strategy is also within scope of this review.

Leadership Expectations

- The Review will use learning from national best practice to deliver improved outcomes
- The Review will include a review of Transport and Highways funding to include:-
- Current funding and future funding projections
- Savings imperatives and future demands/opportunities for savings
- Evaluation of robustness of current financial management practices
- Delivery of a 'futures' financial model for the Service
- Delivery of a service model for the future including consideration of business process arrangements
- Partnership models and options for the Service going forwards; to include countywide; sub-regional and regional. No partnership models are out of scope
- The Review will be undertaken within a 16 week timeframe at the end of which a full business case will be delivered.
- Strategic Directors, Heads of Service and all others involved with the Review will input, contribute and communicate in an open and timely manner
- Stakeholders will be kept informed as to the progress of the review and emerging findings as appropriate.
- Members will be engaged as part of the review, specifically at critical gateways.

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