

# Overview and Scrutiny Board

**14<sup>th</sup> March 2012**

## Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **WEDNESDAY, 14 MARCH 2012** at **10.00 a.m.**

The agenda will be:

**1. General**

**(1) Apologies**

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

Members should declare any interests at this point, or as soon as the interest becomes apparent. If the interest is prejudicial, and none of the exceptions apply, you must withdraw from the room. Membership of a district or borough council only needs to be declared (as a personal interest) if you wish to speak in relation to this membership.

**(3) Minutes of the meeting of the Overview and Scrutiny Board held on 25<sup>th</sup> January 2012**

**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 Georgina Atkinson 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council representatives are aware of the matter on which you wish to speak.

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



### **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. Transformation through Strategic Commissioning**

Phil Evans, Head of Service Improvement and Change, will provide an update on the overall progress of the Transformation Programme and an overview of the scoping documents for the three substantive reviews that are currently underway.

### **5. Scrutiny Action Plans**

To consider an update on the implementation of recommendations arising from two scrutiny reviews that were previously undertaken by the Overview and Scrutiny Board.

### **6. Work Programme and Scrutiny Review Progress Report**

The Board is asked to consider the updated Work Programme and progress achieved with regard to ongoing items Task and Finish Groups.

### **7. Any Other Items**

At the discretion of the Chair, items may be raised which are considered urgent.

### **8. Dates of Future Meetings**

Future meetings of the Overview and Scrutiny Board have been scheduled for 2.00 p.m. on the following dates:

- 30<sup>th</sup> May 2012
- 25<sup>th</sup> July 2012

Jim Graham  
Chief Executive  
Shire Hall  
Warwick

## **Overview and Scrutiny Board Membership**

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

### **Co-opted members for Partnership matters as follows:**

#### **District / Borough Council**

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

#### **Warwickshire Police Authority NHS Warwickshire**

Clive Parsons  
Janet Smith

#### **Portfolio Holders:-**

Councillor Alan Farnell – Leader of the Council  
Councillor Colin Hayfield – Customers, Workforce and Partnership  
Councillor Martin Heatley – Improvement and Workforce  
Councillor David Wright – Finance, Governance and IT

For queries regarding this agenda, please contact:  
Georgina Atkinson, Democratic Services Team Leader  
Tel: 01926 412144, e-mail: [georginaatkinson@warwickshire.gov.uk](mailto:georginaatkinson@warwickshire.gov.uk)



**Minutes of a meeting of the Overview and Scrutiny Board held on 25<sup>th</sup>  
January 2012**

**Present:**

**Members:** Councillor John Appleton (Chair)  
“ Jeff Clarke (Vice Chair)  
“ Les Caborn  
“ Peter Fowler  
“ Tim Naylor  
“ 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 Pickard (North Warwickshire Borough  
Council)

**Other Councillors:** Councillor Alan Farnell, Leader  
Councillor Colin Hayfield, Portfolio Holder, Customers,  
Workforce and Partnership  
Councillor Martin Heatley, Portfolio Holder Improvement  
and Workforce  
Councillor David Wright, Portfolio Holder Finance,  
Governance and IT

**Officers:** Elizabeth Abbott, Performance and Improvement Officer  
Georgina Atkinson, Democratic Services Team Leader  
Tonino Ciuffini, Head of Information Assets  
John Betts, Head of Finance  
David Carter, Strategic Director, Resources Group  
Phil Evans, Head of Service Improvement and Change  
Management  
Jim Graham, Chief Executive  
John Parmiter, Schools ICT and Network Manager  
Janet Purcell, Democratic Services Manager

## 1. General

### (1) Apologies

Apologies for absence were received on behalf of Councillors Dave Shilton and Sue Main (Stratford-on-Avon District Council) and Janet Smith (NHS Warwickshire).

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

There were no declarations of interest on this occasion.

### (3) Minutes of the meeting of the Overview and Scrutiny Board held on 20<sup>th</sup> December 2011

The Board agreed that the minutes of the meeting held on 20<sup>th</sup> December 2011 be signed by the Chair as a correct record.

#### Matters Arising

##### Page 7, Item 7 – Progress on Property Review

In response to a question raised, the Board was advised that the Development Brief for Old Shire Hall and the Courts was scheduled for publication in February 2012.

##### Page 9, Item 9 – Work Programme and Scrutiny Review Progress Report

Councillor Caborn advised that a meeting to discuss patient access issues at the University Hospital had been arranged with the Chief Executive of the Coventry and Warwickshire NHS Trust for 1<sup>st</sup> March 2012.

## 2. Public Question Time

None.

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

### Councillor David Wright

1. Councillor Whitehouse queried the performance of the Council's invoicing system and whether payments were cleared on time. He was concerned that a particular instance of a delayed payment had had a negative impact on Kenilworth Youth Centre. In response, Councillor Wright confirmed that overall he was very satisfied with the speed and performance of the service; however, he acknowledged that due to the scale of transactions undertaken by

the Council, there would be occasional issues.. John Betts, Head of Finance, added that due to the implementation of a new financial system, there had been a number of issues with payments to utility companies in November and December. He agreed that overall, the Council had a very good record with payments.

2. Councillor Naylor requested further information with regard to the Council's internal employee network 'Yammer'. It was agreed that Tonino Ciuffini, Head of Information Assets, provide a briefing note for the Board which would include an overview of the network, the usage by employees, the benefits of the network and user monitoring.
3. A general enquiry was raised with regard to car parking provision for Members for the next meeting of Council. David Carter, Strategic Director of Resources, undertook to ensure adequate arrangements were made for the Council meeting on 7<sup>th</sup> February 2012.

#### **4. Strategic Commissioning**

Phil Evans, Head of Service Improvement and Change Management, circulated a proposal to the Board with regard to the engagement of scrutiny members in the Transformation Programme, which included:

1. A standing item on each Overview and Scrutiny Board agenda to provide an overall progress update on the Programme;
2. An opportunity for scrutiny members (Conservative, Labour and Liberal Democrat spokespersons) to meet with the Programme Office at the scoping stage of each service review to capture members' views. The outcome of those discussions would be shared with the appropriate Strategic Director and Supporting Strategic Director as the scoping exercise was completed. Phil Evans confirmed that the overall timetable for each review would be available at the scoping stage.
3. 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. It was anticipated that this would, on occasion, 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.

With regard to the implementation of recommendations arising from the Public Service Reform Task and Finish Group, Phil Evans advised that

these would be addressed through the Transformation Programme and would be considered during the first commissioning review.

The Overview and Scrutiny Board agreed to:

1. Note the verbal report;
2. Implement the process for scrutiny member engagement in the Transformation Programme;
3. Add a standing item to each Overview and Scrutiny Board agenda to consider an overall progress update on the Programme;
4. Inform the Chairs of the Overview and Scrutiny Committees of the agreed member engagement process; and
5. Request that members be provided with an access link to the web pages which provided information in relation to the Transformation Programme.

## **5. Treasury Management Monitoring Report**

John Betts, Head of Finance, provided the Board with an overview of the Treasury Management Monitoring Report. He advised that the Council had adopted a low risk, high quality investment approach.

During the discussion, the following points were noted:

1. At 31<sup>st</sup> December 2011, the Council had £129.9 million invested in in-house fixed term deposits, £46.1 million with Aviva and a further £10 million in an instant access account with the British subsidiary of Santander Bank. The investment with Santander Bank had been agreed for a 12-month period at an interest rate of 1.25 per cent.
2. The use of consultants to provide predictions on interest rates was considered to be significantly advantageous to the Council as it provided external financial expertise.
3. Due to the level of money which was invested in an in-house deposit scheme (£129 million) the overall investment of £186 million was considered to be relatively low risk. Although both Santander Bank and Aviva Investors had 'AAA' ratings, it was acknowledged that any increased investment in external banking institutions would increase the overall risk. In light of this, John Betts advised that the Council was receiving the greatest investment returns for the level of risk it was willing to take.

The Overview and Scrutiny Board agreed to note the report.



## 6. **Quarter 3 Integrated Finance and Performance Report (April – December 2011)**

John Betts provided an overview of the Quarter 3 Finance Report for the period April to December 2011. He advised that at the end of Quarter 3, the projected revenue outturn position for the Council was an underspend of £5.108 million.

With regard to the Quarter 3 Performance Report, Phil Evans reported that the Council was broadly on track to deliver the Aims and Ambitions as outlined in the Corporate Business Plan. He added that 73 per cent of performance measures relating to the Corporate Business Plan had been forecast to meet the end of year performance targets.

During the ensuing discussion the following points were noted:

1. Performance charts should be clear and easy to understand when printed in black and white text.
2. A query was raised regarding the underspend in Early Intervention and Family Support (£1.833 million) and Transport and Highways (£2.937). A member was concerned that an 'underspend' was not the same as a 'saving' and requested clarification on whether the underspend had been as a result of significant service cuts which could potentially create long-term problems. Councillor Farnell explained that the service underspend was largely related to the early achievement of the overall savings that were required by Year 3 of the Medium Term Financial Plan. It was considered important that the Medium Term Financial Plan be considered alongside Revenue Budget reports.
3. The language in the reports should be consistent throughout and easy to understand.
4. The integration of the Communications service was at an advanced stage and it was anticipated that the agreed posts would be transferred by April 2012.
5. The Complaints Review had identified that the requisite £50,000 saving could be achieved if the service was able to sell complaints advice to external bodies; however, without this staff redundancies would be required.
6. The £10.412 million overspend in the Dedicated Schools Grant was as a result of schools accessing their individual reserves which were held by the Council. John Betts advised that this had no impact on the Council and would only affect the future budgets of individual schools.

7. The Council was committed to only borrowing at a level in line with the amount of debt it was repaying. Future expenditure of capital funds would be carefully considered to ensure that optimum value for money was achieved.
8. The Stoneleigh Park link road was unlikely to go ahead, which would create a reduction of £11.8 reduction in the Capital Budget; however, as this would have been a developer funded scheme the money was not a loss to the Council. John Betts explained that any capital projects over a certain level were added to the Capital Budget, regardless of the source of funding.

The Overview and Scrutiny Board agreed to:

1. Note the report and forward the comments raised to Cabinet for consideration at its meeting on 26<sup>th</sup> January 2012;
2. Request clarification on how the decrease in anti-social behaviour had been predicted; and
3. Request that a briefing note on the Complaints Review be circulated to the Board.

## **7. Local Broadband Plan**

Tonino Ciuffini, Head of Information Assets, provided the Board with an overview of the Local Broadband Plan which would be delivered in partnership with Coventry City Council and Solihull Metropolitan Borough Council. It was reported that a capital bid for £3.5 million was to be submitted to Council on 7<sup>th</sup> February 2012 to deliver the Plan, which would achieve significant improvements to the county's broadband infrastructure.

The Government had granted the partnership £4.07 million subject to matched capital funding being secured at a local level. Of this amount, it was anticipated that Warwickshire County Council would allocate £2.9 million and a further £1 million would be provided by the Warwickshire District Councils to address specific broadband issues in local areas. The Board was advised that the capital funding was yet to be approved by each local authority.

During the discussion, the following points were raised:

1. Consultation with residents had been undertaken via the Community Forums, online surveys and discussions with community representatives. A number of Members stated that they had been unaware of the consultation and had not recalled the topic being raised at the Community Forums.

2. It was anticipated that the total £8.14 million project would attract up to an additional £12 million in private sector funding. It was considered that without this funding, private sector improvements to broadband infrastructure would focus predominantly on heavily populated areas which would create a greater digital divide between town and rural areas. Without Government aid and private sector investment, the Council would not be in a position to implement the Plan.
3. The Government had been specific that the project should be match funded by public sector funding and therefore, the Local Enterprise Partnership would not be allocating funding to the scheme. Private sector investment would be achieved through the implementation of the improved broadband structure.
4. Warwickshire villages that were on the border of the county and did not have a Warwickshire telephone connection would fall within the Broadband Plan of the neighbouring authority.

The Overview and Scrutiny Board agreed to:

1. Note the report and comments raised with regard to the Local Broadband Plan; and
2. Request a copy of the map which identified the areas of the county which currently had poor broadband provision.

## **8. Work Programme and Scrutiny Review Progress Report**

The Overview and Scrutiny Board agreed to:

1. Endorse the Work Programme;
2. Establish a Task and Finish Group to review the recent Ofsted inspection of Safeguarding and Looked After Children Services and the Improvement Action Plan. The Group would report directly back to the Children and Young People Overview and Scrutiny Committee;
3. Establish a Task and Finish Group to review the Street Lighting Energy Saving Plan; and
4. Establish a Task and Finish Group to consider alternative governance arrangements. To avoid delay, an electronic copy of the Scrutiny Review Outline would be circulated to the Board for approval.

**10. Any Other Items**

None.

**11. Dates of Future Meetings**

Agreed.

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Chair

The Board rose at 3.33 p.m.

## Overview and Scrutiny Board 14<sup>th</sup> March 2012

### Recommendations

- 1) That Members consider the forthcoming Cabinet and Portfolio Holder decisions relevant to its remit of the Overview and Scrutiny Board, asking any relevant questions and considering areas for further scrutiny, where appropriate.

### 1.0 Summary

- 1.1 The report is presented to ensure members are provided with a timely update on the forthcoming Cabinet and Portfolio Holders decisions and provides a process where the Board can raise questions and a response be provided. Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

### 2.0 Cabinet and Portfolio Holder Decisions

Last updated from the Forward Plan – 6<sup>th</sup> March 2012

\* Key decision

Decision	Description	Date due	Cabinet / PfH
<b>Medium Term Financial Plan and Capital Strategy</b>	To recommend the MTFP and Capital Strategy to Council for approval.	15 <sup>th</sup> March 2012	Cabinet
<b>Property at Bath Place, Leamington – EXEMPT</b>	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.	15 <sup>th</sup> March 2012	Cabinet
<b>* Capital Programme Variations</b>	Following the decision of County Council in 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million. Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that specific variations cannot be anticipated in advance.	15 <sup>th</sup> March 2012	Cabinet
<b>2012/13 Service Estimates</b>	To present the detailed service estimates for 2011/12 consistent with the 2011/12 budget approved by Council in February.	15 <sup>th</sup> March 2012	Cabinet

<b>Adoption of Google Mail Product</b>	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.	15 <sup>th</sup> March 2012	Cabinet
<b>Report to dispose of land at Ilmington for Rural Affordable Housing and Local Market Housing</b>	Report to update previous decision in respect of land at Mabels Farm, Ilmington.	15 <sup>th</sup> March 2012	Cabinet
<b>* Capital Programme Variations</b>	Following the decision of County Council in 2001, Cabinet has delegated power to approve changes to the Capital Programme which are fully funded and cost less than £1.5 million. Variations to the Capital Programme above this threshold will have to be taken to the County Council. The nature of these reports are such that specific variations cannot be anticipated in advance.	19 <sup>th</sup> April 2012	Cabinet
<b>Approval of New ICT Strategy</b>	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.	19 <sup>th</sup> April 2012	Cabinet
<b>Review of Anti-Fraud Corruption Strategy</b>	Reports the outcome of a review of the Council's Anti-Fraud Strategy.	19 <sup>th</sup> July 2012	Cabinet
<b>The Annual Governance Statement 2011/12</b>	This report presents a draft Annual Governance Statement for scrutiny prior to submission to Council.	13 <sup>th</sup> September 2012	Cabinet
<b>* Mobile Library Service Reconfiguration</b>	Members to approve the delivery plan for a reconfigured mobile service as part of the Library Service Transformation Programme.	15 <sup>th</sup> November 2012	Cabinet
<b>* Procurement Process – Fire Alarms, Emergency Lighting and Intruder Alarm Equipment</b>	Agreement to a tender process for the service provision of Fire Alarms, Emergency Lighting, Intruder Alarm Equipment and Associated Requirements	22 <sup>nd</sup> March 2013	Cllr David Wright

<b>* Procurement Process – Air Handling, Air Conditioning and Ventilation Equipment</b>	Agreement to a tender process for the service provision of Air Handling, Air Conditioning and Ventilation Equipment	22 <sup>nd</sup> March 2013	Cllr David Wright
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**Overview and Scrutiny Board  
14<sup>th</sup> 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

January 2011



## 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.

<b>Activity</b>	<b>By</b>
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"> <li>● Redesign and improve</li> <li>● Consider different ways of delivering service</li> <li>● Decommission Service</li> </ul> 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.

February 2011



**Overview and Scrutiny Board  
14<sup>th</sup> March 2012**

**Scrutiny Action Plans**

**Recommendation**

- 1) That the Overview and Scrutiny Board consider the two Scrutiny Actions Plans and determine whether any of the recommendations have been completed.

**1.0 Background Information**

- 1.1 The Scrutiny Action Plan document has been introduced to provide members with an effective procedure for the monitoring of recommendations that have been formulated by previous Task and Finish Groups and subsequently approved by Cabinet. The document will allow members to receive regular progress updates at Overview and Scrutiny Committees. Information from the relevant Portfolio Holder / Head of Service responsible for the implementation of the recommendations will include key timescales, milestones and outcomes. Members are encouraged to raise questions in terms of the progress of recommendations.
- 1.2 The Scrutiny Action Plan will be applied to all new Task and Finish Group reviews. The document has also been applied retrospectively to two reviews that were completed by the Overview and Scrutiny Board within the current municipal year. These are, as follows:
  - Communication with the public and financial accountability
  - Public Service Reform

**2.0 Communication with the public and financial accountability**

- 2.1 The review of Communication with the Public and Financial Accountability was commissioned by the Task and Finish Group on 10<sup>th</sup> July 2010. Due to its scope, the review was undertaken in two phases, as follows:
  - Phase One – consideration of how the Council convey the messages of the hard times ahead to the people of Warwickshire and staff.
  - Phase Two – an examination of financial accountability; how financial information is presented and the extent to which those in power are held to account for the decisions they make.
- 2.2 The Phase One recommendations were approved by Cabinet on 27<sup>th</sup> January 2011, followed by approval of the Phase Two revised recommendations on 13<sup>th</sup> October 2011. A copy of the Scrutiny Action Plan, which includes the list of recommendations and an outline of progress, is attached at Appendix A.
- 2.3 The Overview and Scrutiny Board is asked to consider whether any of the recommendations included in the Scrutiny Action Plan has have been completed and determine appropriate timescales for future updates.

### 3.0 Public Services Reform Task and Finish Group

3.1 The Public Service Reform Task and Finish Group was commissioned by the Overview and Scrutiny Board in July 2010. Due to its scope, the review was undertaken in two phases, as follows:

- Phase One – public reform in adult social care, health, education and police services.
- Phase Two – the benefits to the Council of adopting a strategic commissioning model of service provision.

3.2 The Phase One recommendations were approved by Cabinet and subsequently, the Council adopted a strategic commissioning model as part of its Corporate Business Plan 2011-13 in February 2011.

3.3 The Phase Two recommendations were submitted by the Task and Finish Group in May 2011 and were subsequently approved by Cabinet on 30<sup>th</sup> June 2011. A copy of the Scrutiny Action Plan, which includes the list of recommendations and an outline of progress, is attached at Appendix B.

3.4 The Overview and Scrutiny Board is asked to consider whether any of the recommendations included in the Scrutiny Action Plan has have been completed and determine appropriate timescales for future updates.

	Name	Contact details
<b>Report Author</b>	Georgina Atkinson	<a href="mailto:georginaatkinson@warwickshire.gov.uk">georginaatkinson@warwickshire.gov.uk</a>
<b>Head of Service</b>	Greta Needham	<a href="mailto:gretaneedham@warwickshire.gov.uk">gretaneedham@warwickshire.gov.uk</a>
<b>Strategic Director</b>	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
<b>Portfolio Holder</b>	Councillor Hayfield Councillor Heatley Councillor Wright	<a href="mailto:cllrhayfield@warwickshire.gov.uk">cllrhayfield@warwickshire.gov.uk</a> <a href="mailto:cllrheatley@warwickshire.gov.uk">cllrheatley@warwickshire.gov.uk</a> <a href="mailto:cllrwright@warwickshire.gov.uk">cllrwright@warwickshire.gov.uk</a>



**Review of Communication with the Public and Financial Accountability  
Scrutiny Action Plan**

Recommendation	PfH Comments	Cabinet Comments	Target Date for Action	Lead Officer	OSC Update	Progress Notes
<p><b>R1 Holding the Portfolio Holder to Account</b></p> <p>That, to facilitate effective scrutiny of the council's finances overview and scrutiny committee agendas should include monitoring of both financial performance and service delivery. To this end the Portfolio Holder should present a report on performance, financial position and any anticipated challenges each quarter.</p>	<p>N/a</p>	<p>Approved revised recommendations – 13<sup>th</sup> October 2011</p>		<p>Virginia Rennie</p>	<p>14<sup>th</sup> March 2012</p>	<p>The Corporate Performance and Financial Monitoring Report is now presented to the Overview and Scrutiny Board. Chairs of the Overview and Scrutiny Committees have an opportunity to analyse this and identify any areas they would wish to examine in greater detail.</p> <p>Portfolio Holders (including the one for finance, Governance and IT) attend the Overview and Scrutiny Board meetings to present the report.</p> <p>Experience to date suggests that greater attention is given to the Corporate Performance and Financial Monitoring Report at the Overview and Scrutiny than it received when it was presented to individual Committees.</p>

**Review of Communication with the Public and Financial Accountability  
Scrutiny Action Plan**

<p><b>R2</b></p>	<p><b>Holding all Councillors to Account</b></p> <p>(a) That the Strategic Director for Resources produces a one page quarterly bulletin, for display in the group rooms and dissemination electronically, that highlights financial performance both good and bad.</p> <p>(b) That the Performance Reference Group be asked to consider how performance and financial information can be best communicated to members.</p>	<p>N/a</p>	<p>Approved revised recommendations – 13<sup>th</sup> October 2011</p>		<p>Virginia Rennie</p>	<p>14<sup>th</sup> March 2012</p>	<p>a) A one-page financial summary is now regularly presented to Cabinet. This is not enlarged and put on the wall in Group rooms. It is, however, placed in group rooms along with the detail behind it.</p> <p>b) Concerns over the need for protocols to decide what should be a high priority means that this has not been progressed.</p>
<p><b>R3</b></p>	<p><b>Informed Financial Management</b></p> <p>That the Member Development Steering Group agrees training sessions for all members on County Council finance and also considers the appropriateness of including in that The Open Data initiative, the emerging Local Government Association’s Knowledge Hub and Graphical tools e.g. “Many Eyes” software.</p>	<p>N/a</p>	<p>Approved revised recommendations – 13<sup>th</sup> October 2011</p>		<p>Virginia Rennie</p>	<p>14<sup>th</sup> March 2012</p>	<p>A briefing session was provided to Council ahead of its full meeting to consider the budget. In 2012, this session was relatively straightforward as the budget setting was largely a roll-over of the previous years. In 2013, the situation will be complicated by the introduction of the new local government finance system.</p> <p>Consideration is being given to the provision of a financial training session to be held on a Council day. The date for this has yet to be agreed. In addition with work commencing on the induction programme for the 2013 elections consideration is being given</p>

**Review of Communication with the Public and Financial Accountability  
Scrutiny Action Plan**

							to a major review of financial training. This will take account of new methods of presenting information such as those listed in the recommendation.
<b>R4</b>	<b>Informed Financial Management</b>  To assist in the budget setting process, a half day is set aside, early in the budget setting round, for senior officers to brief all members on the underlying financial position, emerging budget issues and the implications of these on service users. The political groups may then choose to have follow up sessions.	N/a	Approved revised recommendations – 13 <sup>th</sup> October 2011		Virginia Rennie	14 <sup>th</sup> March 2012	As the 2012/13 budget setting round was essentially a roll over of the previous year the political groups decided to scale down their discussions with Strategic Directors. It was agreed that for this year there was no need for a major event. As noted above 2013 will be different and a more though training programme will be required.
<b>R5</b>	<b>Maintaining Standards</b>  That Cabinet recognises the valuable and important function of the Audit and Standards Committee and confirms there is no plan for any further restructuring at present and that it will be retained for the foreseeable future.	N/a	Approved revised recommendations – 13 <sup>th</sup> October 2011		Virginia Rennie	14 <sup>th</sup> March 2012	The Localism Act 2011 contains elements that will have a significant impact on the form and function of the council's Audit and Standards Committee. This is currently being examined as part of a wider review of the council's governance arrangements and Constitution.

**Public Service Reform  
Scrutiny Action Plan**

	<b>Recommendation</b>	<b>PfH Comments</b>	<b>Cabinet Comments</b>	<b>Target Date for Action</b>	<b>Lead Officer</b>	<b>OSC Update</b>	<b>Progress Notes</b>
<b>R1</b>	The Cabinet should review whether there is sufficient capacity to carry out the data analysis required by a strategic commissioning model and should review with public sector partners whether there are additional resources that could be shared.	N/a	Approved – 16 <sup>th</sup> June 2011	May/June 2012	Phil Evans	14 <sup>th</sup> March 2012	This issue will be considered as an element of the Strategic Commissioning and Performance Management Review as it is integral to that review process.
<b>R2</b>	The Cabinet should review with public sector partners whether commissioning cycles can be better aligned particularly around gap analysis and planning phases of the cycle to ensure we are able to maximise the information we hold and our resources.	N/a	Approved – 16 <sup>th</sup> June 2011	Ongoing	Phil Evans	14 <sup>th</sup> March 2012	This issue will be considered as an element of the Strategic Commissioning and Performance Management Review as it is integral to that review process.

**Public Service Reform  
Scrutiny Action Plan**

<b>R3</b>	The Overview and Scrutiny Board should scrutinise the transition plan to assess whether it is fit for purpose having regard to the seven principles set out by the Cabinet Office (Appendix 2 in the report) and the issues raised by partners in Section 9 in the report.	N/a	Approved – 16 <sup>th</sup> June 2011	N/A	Phil Evans	14 <sup>th</sup> March 2012	A Strategic Commissioning Action Plan has been developed to act as an overarching guidance document in relation to the Transformation through Strategic Commissioning Journey. The engagement to date with the O&S Board to date is felt to have discharged the scrutiny intended by the recommendation. Notwithstanding the above the document is available for review should Members request it.
<b>R4</b>	In developing the strategic commissioning model for the Authority, Cabinet should be alert to the need to strengthen the following around procurement: - Activity around demand management; - Contract management to drive improvement; - Changing the culture of the organisation to look at cost not just price; and - Market management and market intelligence	N/a	Approved – 16 <sup>th</sup> June 2011	May/June 2012	Phil Evans	14 <sup>th</sup> March 2012	This issue will be considered as an element of the Strategic Commissioning and Performance Management Review as it is integral to that review process.



**Overview and Scrutiny Board  
14<sup>th</sup> March 2012**

**Work Programme and Scrutiny Review Progress Report**

**Recommendations**

- 1) That the Overview and Scrutiny Board consider the Work Programme and agrees any additions or amendments that are considered appropriate.
- 2) That the Overview and Scrutiny Board consider a progress update, with regard to any ongoing scrutiny reviews, and agrees any recommendations as considered appropriate.
- 3) That the Overview and Scrutiny Board consider any Briefing Notes that have been circulated since the previous meetings and determine whether any further formal reports should be presented at a future meeting.

**1.0 Work Programme**

- 1.1 An updated draft Work Programme is attached at Appendix A for consideration. Members have the opportunity to review the Work Programme and make any suggestions for additions or amendments.

**2.0 Scrutiny Reviews – Progress Report 2011/12**

- 2.1 Progress of the Task and Finish Groups that have been commissioned by the Overview and Scrutiny Board during 2011/12 is attached at Appendix B. The Task and Finish Groups that are currently live are, as follows:

- Paediatric and Maternity Services
- Post-16 Transport
- Older Adult Mental Health Services
- Street Lighting Energy Saving Plan
- Safeguarding Improvement Plan

With regard recommendations arising from previous Task and Finish Groups which have been approved by Cabinet, a copy of the Recommendations Monitoring Spreadsheet is attached at Appendix C which will provide members with an outline of overall progress achieved. The Overview and Scrutiny Committees will now closely monitor the tracking of recommendations relevant to their remit through the use of the Scrutiny Action Plan, as explained at Item 5 in the Agenda. The document will be regularly presented at meetings to ensure that members can effectively monitor that process.

**3.0 Forward Plan**

- 3.1 Members are reminded of the Cabinet and Portfolio Holder Decisions appertaining to the remit of the Overview and Scrutiny Board, as outlined at Agenda Item 3.

#### 4.0 Briefing Notes

4.1 The following Briefing Notes have been circulated to members separately since the last meeting of the Overview and Scrutiny Board. Members are asked to determine whether there are any specific issues arising from the briefing note which would benefit from a further formal report to the Board.

- Complaints Review

#### 5.0 Dates of Future Meetings

4.1 Future meetings of the Overview and Scrutiny Board have been scheduled for 2.00 p.m. on the following dates:

- 14<sup>th</sup> March 2012
- 30<sup>th</sup> May 2012

	Name	Contact details
<b>Report Author</b>	Georgina Atkinson	<a href="mailto:georginaatkinson@warwickshire.gov.uk">georginaatkinson@warwickshire.gov.uk</a>
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	Councillor Heatley	<a href="mailto:cllrheatley@warwickshire.gov.uk">cllrheatley@warwickshire.gov.uk</a>
	Councillor Wright	<a href="mailto:cllwright@warwickshire.gov.uk">cllwright@warwickshire.gov.uk</a>



## Overview and Scrutiny Board Work Programme 2011/12

Please note that as agreed by the Overview and Scrutiny Board (25<sup>th</sup> January 2012) - at the discretion of the Chair, and on a case-by-case basis, the Full Business Cases following the completion of the service reviews within the remit of the Board, will be presented to the Board prior to consideration by Cabinet. This may require a special meeting of the Board to convene to consider the Final Business Case to avoid delay in the process.

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
14 <sup>th</sup> March 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
30 <sup>th</sup> May 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Performance Management (Phil Evans)	Report to outline feedback from the OSCs and key proposals for improvements to performance management for scrutiny members. To also include proposals regarding complaints reporting (Karen Smith).	√	√							
	Roll out of iPads	Specific details of report yet to be identified. (Tonino Ciuffini)			√						

**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 <sup>th</sup> July 2012	Questions to the Portfolio Holders			√							
	Property Rationalisation Programme (Steve Smith)	To receive an update on the Programme, including information on Local Centres.			√						
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
3 <sup>rd</sup> October 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
12 <sup>th</sup> December 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Big Society Fund (Nick Gower-Johnson)	To enable the Board to scrutinise the impact of the Fund, the performance of the community groups and the effectiveness of the services.	√						√		√
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										

**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
	Performance Management (Phil Evans)	To consider proposals regarding methods to improve performance monitoring by the Boards and the Scrutiny Committees.	√								
	Integrated Finance and Performance Report (Quarterly) Q3 presented 25 <sup>th</sup> Jan 2012	To consider the quarterly report and submit recommendations to Cabinet. (Elizabeth Abbott)	√	√		√					

**Briefing Notes**

SUBJECT OF BRIEFING NOTE	OBJECTIVE OF BRIEFING NOTE	COMMENT / FURTHER INFORMATION
Consumer Direct	To update O&S Board Members on changes to Consumer Direct.	Requested from Mark Ryder on 10 <sup>th</sup> November 2011
School Transport – Vacant Seats Policy	To update the Board on changes to the Vacant Seats Policy	Requested from Mark Gore on 16 <sup>th</sup> November 2011
Yammer – the Council's internal employee network	To include an overview of the network, the usage by employees, the benefits of the network and user monitoring.	Requested by Cllr Naylor, 25 <sup>th</sup> January 2012 (Tonino Ciuffini to action)

**Overview and Scrutiny Board  
Work Programme 2011/12**

Complaints Review	Outcome of the review and improvement proposals.	Requested by Cllr Roodhouse, 25 <sup>th</sup> January 2012 (David Carter to action), circulated 20 <sup>th</sup> February 2012
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**Progress on Commissioned Task and Finish Groups  
2011/12**

<b>Topic</b>	<b>Reports to Parent Committees</b>	<b>Status</b>	<b>Comments</b>
<p><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</p>	Overview & Scrutiny Board 20 <sup>th</sup> July 2011	<b>Completed</b>	Phase 1 recommendations agreed by Cabinet 27.1.2011. Recommendations from Phase 2 agreed by OSB at meeting on 20.07.2011 and were reported to Cabinet on 08.09.2011. Revised recommendations agreed 14 <sup>th</sup> September 2011.
<p><b>Public Service Reform</b> Cllr John Ross (Chair), Cllr Jerry Roodhouse, Cllr Sid Tooth, Clive Parsons (Police Authority), Janet Smith (PCT)</p>	Overview & Scrutiny Board 25 <sup>th</sup> May 2012	<b>Completed</b>	Cabinet approved recommendations from Phase 2 at its meeting 30.06.2011.
<p><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</p>	Adult Social Care and Health OSC 29 <sup>th</sup> June 2011	<b>Completed</b>	Reported to OSC on 29.06.2011 and then on to Cabinet on 14.07.2011.
<p><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</p>	Communities OSC 31 <sup>st</sup> August 2011	<b>Completed</b>	Report and recommendations were considered by the Communities OSC on 31.08.2011.
<p><b>Waste Disposal</b> Cllr Richard Chattaway (Chair), Cllr Clare Hopkinson, Cllr Barry Lobbett, Cllr John Whitehouse</p>	Communities OSC 31 <sup>st</sup> August 2011	<b>Completed</b>	Report and recommendations being considered by Communities OSC on 31.08.2011.

**Progress on Commissioned Task and Finish Groups  
2011/12**

<b>Topic</b>	<b>Reports to Parent Committees</b>	<b>Status</b>	<b>Comments</b>
<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 7 <sup>th</sup> June 2011	<b>Completed</b>	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 OSC	<b>Completed</b>	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, Cllr Jim Foster, Lesley Hill (LINK)	This is expected to report to Adult Social Care & Health OSC in February 2012	<b>Live</b>	<p>The Arden Cluster has delayed the start of the consultation until early May 2012 to ensure that the final options are sufficiently safe and sustainable. Previously, it had judged that Option C (which is the option that keeps most services at George Eliot Hospital) was not sustainable. George Eliot Hospital has since submitted revised proposals to strengthen Option C (in partnership with South Warwickshire NHS Foundation Trust), which the Arden Cluster is now assessing.</p> <p>The Task and Finish Group is awaiting the outcome of this assessment. Its role then will be to review the revised Business Case and the revised Consultation Document. Once the consultation is underway, the TFG will receive progress reports at 30 and 60 days to assess if the consultation is reaching the right groups. It will also take a draft consultation response to the Adult Social Care and Health Overview and Scrutiny Committee for approval prior to the submission deadline.</p>

**Progress on Commissioned Task and Finish Groups  
2011/12**

Topic	Reports to Parent Committees	Status	Comments
<p><b>Older Adult Mental Health Services</b> Cllr Jerry Roodhouse (Chair), Cllr Peter Fowler, Cllr Sid Tooth</p>	<p>Adult Social Care and Health OSC – 15 February 2012</p>	<p><b>Live</b></p>	<p>On 10<sup>th</sup> March 2011 the Overview and Scrutiny Board commissioned a Task and Finish Group to scrutinise a Coventry and Warwickshire Partnership Trust consultation regarding proposed changes to Older Adults Mental Health Services in Warwickshire. The consultation was due to start in April 2011 but suffered a number of delays and as of 1<sup>st</sup> March 2012 still hasn't started.</p> <p>A report went to the February meeting of the Adult Social Care and Health OSC asking how to proceed. Members agreed that due to the importance of the issue, the Task and Finish Group should continue. A letter was sent from Councillors Les Caborn and Jerry Roodhouse to Stephen Jones, Chief Executive of the Arden Cluster, to highlight the problems experienced so far and ask him when the consultation will be starting.</p>
<p><b>Post 16 Transport</b> Cllr Peter Balaam (Chair). Other Members – tbc</p>	<p><b>To be confirmed</b></p>	<p><b>Live</b></p>	<p>The Overview and Scrutiny Board received an update paper on the implementation of the changes to post-16 transport on 25<sup>th</sup> January 2012. Officers will be meeting with the Chair of the Task and Finish Group, Councillor Peter Balaam, on 14<sup>th</sup> March to consider the scope of the review and discuss options for proceeding with the review, before calling in other members and officers for the first meeting of the Task and Finish Group.</p>
<p><b>Street Lighting Energy Saving Plan</b> Cllr Martyn Ashford, Cllr Richard Chattaway, Cllr Jose Compton, Cllr Jim Foster, Cllr David Johnston, Cllr Barry Longden, Cllr Carolyn Robbins, Cllr Martin Shaw, Cllr Ray Sweet</p>	<p><b>To be confirmed</b></p>	<p><b>Live</b></p>	<p>The first meeting of the Task and Finish Group has been scheduled for 8<sup>th</sup> March 2012. The group will elect a Chair, then be given a presentation on the energy saving proposals by lead engineer Simon Moseley, and set the work programme for the review.</p>

**Progress on Commissioned Task and Finish Groups  
2011/12**

Topic	Reports to Parent Committees	Status	Comments
<b>Safeguarding Improvement Plan</b> Members - tbc	<b>To be confirmed</b>	<b>Live</b>	All non-Executive members have been invited to express their interest in joining the Task and Finish Group. Early discussions have taken place between the Scrutiny Officer (Richard Maybey) and the Head of Service to understand how the service is implementing the Action Plan, and how/when members can best be involved in the monitoring of this. A suggested process and timescale will be discussed with members at the first scoping meeting, to be scheduled for late March/early April.



## Overview and Scrutiny Board

Appendix C

Review	OSC Approval	Cabinet Approval	No. of Recs Made	No. of Recs Approved	Were the Recs Revised?	Update Reports to OSC	No. of Recs Fully Implemented	Reasons for rejection / delay in implementation
Breaking the Mould – Public Services Reform	25-May-11	16-Jun-11	4	4	No	14th March 2012		<a href="#">Scrutiny Action Plan</a>
Review of Financial Accountability 2011 – Stage 2	20-Jul-11	08-Sep-11	5	5	Yes	14th March 2012		<a href="#">Scrutiny Action Plan</a>

Totals			No. of Recs Made	No. of Recs Approved	Revised Recs			
2			9	9	1		0	

## Adult Social Care and Housing

Appendix C

Review	OSC Approval	Cabinet Approval	No. of Recs Made	No. of Recs Approved	Were the Recs Revised?	Update Reports to OSC	No. of Recs Fully Implemented	Reasons for rejection / delay in implementation
Hospital Discharge and Reablement	29th June 2011	14th July 2011	17	17				

Totals			No. of Recs Made	No. of Recs Approved	Revised Recs			
1			17	17	0		0	

## Children and Young People

Appendix C

Review	OSC Approval	Cabinet Approval	No. of Recs Made	No. of Recs Approved	Were the Recs Revised?	Update Reports to OSC	No. of Recs Fully Implemented	Reasons for rejection / delay in implementation
Scrutiny of Safeguarding	08-Sep-10	14-Nov-10	13	13	No	17-Jan-12	4	<a href="#">Scrutiny Action Plan</a>
Educational Attainment of Children in Warwickshire	01-Apr-11	14-Apr-11	4	2	Yes	awaiting feedback from service		<a href="#">Scrutiny Action Plan</a>
Future Relationship with Schools	01-Sep-11	13-Oct-11	2	1	No	Not required	1	The recommendations were minor changes to the wording of a Cabinet report (one of which was redundant due to a change in the report). No requirement for OSC to monitor

Totals			No. of Recs Made	No. of Recs Approved	Revised Recs		No. of Recs Fully Implemented	
3			19	16	1		5	

## Communities

Appendix C

Review	OSC Approval	Cabinet Approval	No. of Recs Made	No. of Recs Approved	Were the Recs Revised?	Update Reports to OSC	No. of Recs Fully Implemented	Reasons for rejection / delay in implementation
Household Waste Recycling Centres	3rd November 2010	Sent to Strategic Director for approval	14					<a href="#">Scrutiny Review Outline</a>
Rugby Western Relief Road	28th April 2011	12th May 2011	14	14	No	Cabinet update on the 08th September 2011	Implementation report to be presented to Cabinet by March 2012	
Residual Waste	31st August 2011	13th October 2011	7	7	No	Awaiting feedback from service.	Awaiting feedback from service.	<a href="#">Scrutiny Review Outline</a>
Support for the Local Economy	31st August 2011	13th October 2011	8	8	Yes	Awaiting feedback from service.	Awaiting feedback from service.	<a href="#">Scrutiny Review Outline</a>

			No. of Revised Recs					
3			43	29	1		0	

Overview		
<b>Total Number of Reviews</b>	9	N/A
<b>Total Number of Recs Made</b>	88	N/A
<b>Total Number of Recs Approved</b>	71	81%