Overview and Scrutiny Board

5th April 2012

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **THURSDAY, 5TH APRIL 2012** at **2.00 p.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 14th March 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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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. **ICT Strategy**

To receive a presentation on the draft Corporate ICT Strategy.

5. **Transformation through Strategic Commissioning**

The relevant Portfolio Holders have been invited to the meeting to provide an outline of the scoping documents for the three substantive reviews that are currently underway.

6. **Draft Overview and Scrutiny Annual Report 2011/12**

To consider the proposed structure and content for the Overview and Scrutiny Annual Report 2011/12.

7. **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.

8. **Any Other Items**

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

9. **Dates of Future Meetings**

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

- 30th May 2012
- 25th 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	Clive Parsons
NHS Warwickshire	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

Minutes of a meeting of the Overview and Scrutiny Board held on 14th March 2012

Present:

Members: Councillor John Appleton (Chair)
"   Jeff Clarke (Vice Chair)
"   Les Caborn
"   Tim Naylor
"   Jerry Roodhouse
"   Dave Shilton (Item 7 onwards)
"   June Tandy
"   John Whitehouse (Item 7 onwards)
"   Chris Williams
"   Sonja Wilson

Co-opted members: Councillor John Haynes (Nuneaton and Bedworth Borough Council
Councillor Sue Main (Stratford-on-Avon District Council)
Councillor Derek 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 Barry Lobbett (observing)

Officers: Georgina Atkinson, Democratic Services Team Leader
Phil Evans, Head of Service Improvement and Change Management

1.   General

(1)   Apologies

Apologies for absence were received on behalf of Councillors Bernard Kirton, John Ross and David Wright and Councillor Bill Gifford (Stratford-on-Avon District Council).

(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 25th January 2012

The Board agreed that the minutes of the meeting held on 25th January 2012 be signed by the Chair as a correct record.

2. Public Question Time

None.

3. Questions to the Portfolio Holder/Portfolio Holders Update

Councillor Alan Farnell

1. A question was raised with regard to the Annual Governance Statement 2011/12 which was due for Cabinet approval on 15th November 2012. Councillor Farnell confirmed that the Overview and Scrutiny Board would have the opportunity to consider the Statement prior to Cabinet approval.

2. Councillor Naylor requested further information with regard to the Social Media Board. Councillor Farnell confirmed that the Board was a pilot scheme to co-ordinate a range of social media initiatives that had been undertaken previously in a disjointed manner. Once the pilot had been completed, proposals for a permanent solution would be presented to Cabinet for consideration. In the meantime, the Communication team had been requested to provide members with a briefing note to provide further information on the Social Media Board.

3. In response to a query raised regarding the fee that employees and members would be charged for attending a social media training session, Councillor Farnell agreed to investigate and report back to members.

The Overview and Scrutiny Board agreed to:

1. Note the responses provided;

2. Request that a report on the Annual Governance Statement 2011/12 be presented to the Board prior to Cabinet approval on 15th November 2012; and

3. Request that a report on the Social Media Board and potential long-term proposals be presented at the meeting scheduled for 30th May 2012.

4. Transformation through Strategic Commissioning

Phil Evans, Head of Service Improvement and Change Management, provided the Board with an update on the Transformation Programme. He reported that the first three service reviews of Tranche One were underway: Strategic Commissioning and Performance Management; IT Infrastructure and Support; and Highways and Transport. Meetings with the relevant Overview and Scrutiny Spokespersons had been undertaken to provide members with the opportunity to submit their views and suggestions with regard to the scope of the service reviews. Phil Evans reported that feedback from members had been constructive and that Strategic Directors leading the reviews would endeavour to include members' suggestions.

With regard to the Strategic Commissioning and Performance Management review, the Board was advised that as the review had progressed, it had become evident that due to logistical reasons there was a need to consider

the two areas separately. However, there would still be an opportunity to consider synergies between the two areas. The Options Appraisal for Performance Management was due for completion in the near future and would be subject to member engagement. The Options Appraisals for the IT Infrastructure and Support review was at a similar stage of completion.

With regard to Tranche Two, Phil Evans advised that lead officers had been identified for each of the reviews and information packs would be provided to ensure officers were fully briefed at the commencement of the review process.

The findings of an initial 'lessons learnt' assessment of the Transformation Programme would be reported to the Corporate Board on 11th April 2012. The report would include suggestions to refine the overall Programme, including the involvement of both Cabinet and Scrutiny members.

During the discussion, the following points were raised:

1. Due to the significant transformation work that had been achieved previously in the Adult Social Care services, a number of 'position statements' had been produced to help shape the scope of any further review work.

2. In response to a concern raised that the scoping documents did not include confirmation of stakeholder and partnership working, Phil Evans confirmed that it did form part of the overall design criteria for the service review process.

3. There was a dedicated web page for Strategic Commissioning on the Council's website. The link to the web page, which had been circulated previously to all members, would be sent to members again for information.

4. Phil Evans reported that the response from officers involved in the service reviews had been very constructive and they had worked positively with the Programme Office to achieve the best outcomes. It was anticipated that there would be challenging negotiations with officers in terms of the recommendations and outcomes of the reviews; however, the Programme Office was committed to ensuring that a firm, rigorous and robust process would be applied to all reviews.

5. There was a risk that the process would become internalised, so every effort would be made to ensure the reviews remained focused on outcomes delivered.

6. In response to a member suggestion regarding the development of a single ICT programme across all authorities with the Warwickshire County, Phil Evans confirmed that the suggestion had been raised during the scoping meeting with the Overview and Scrutiny Board Spokespersons and the Head of Information Assets was aware of the issue.

7. Phil Evans explained that two of the scoping documents had not indentified timescales for completion as it had been difficult to apply a unique approach to different service reviews. However, the lack of clarity

regarding timescales had been acknowledged and would be addressed in future scoping documents.

8. Phil Evans encouraged members to contact him with any queries with regard to specific service reviews or the overall Transformation Programme.

The Overview and Scrutiny Board agreed to note the update report and the scoping documents for the three service reviews.

5.   Scrutiny Action Plans

Georgina Atkinson, Democratic Services Team Leader, presented the Board with an introduction to the Scrutiny Action Plan document which had been designed to capture recommendations that had been previously submitted by the Board and subsequently approved by Cabinet. She explained that the document provided members with an opportunity to regularly track the implementation of recommendations and identify instances of delay.

The Board was advised that the Scrutiny Action Plan had been applied retrospectively to the two scrutiny reviews that had been completed by the Board in the current municipal year.

The Overview and Scrutiny Board agreed to:

1. Adopt the Scrutiny Action Plan for the tracking of recommendations;

2. Receive regular progress reports on existing Scrutiny Action Plans. The Spokespersons would determine at their interim meetings whether recommendations had been completed or whether Heads of Service / Portfolio Holders needed to be held to account for delayed implementation; and

3. Request that the Overview and Scrutiny Committees also adopt the Scrutiny Action Plans as the method of tracking their recommendations.

6.   Work Programme and Scrutiny Review Progress Report

Councillor Caborn provided the Board with an update on health scrutiny and his recent attendance at the Centre for Public Scrutiny Health Accountability Forum. He added that the Department for Health was due to issue a consultation on the regulations of the Health and Social Care Bill. It was considered that although the Adult Social Care and Health Overview and Scrutiny Committee was responsible for health scrutiny, it was likely that the other Overview and Scrutiny Committees would link into the health agenda through key items on their Work Programmes.

The Board also discussed developments regarding the Police and Social Responsibility Act 2011 and were advised that negotiation regarding the membership of the Police and Crime Panel was ongoing. It was noted that the shadow Police and Crime Panel would need to be operational by July 2012. Members considered it important that the Board be kept informed on legislative developments.

During the item, the following points were raised:

1. Members queried when the report on the Partnership Landscape would be circulated to members.

2. In response to a concern raised by Councillor Lobbett with regard to fostering and adoption, Councillor Tandy advised that a Safeguarding Improvement Task and Finish Group had been established to monitor the implementation of the Ofsted Safeguarding Action Plan.

3. Members queried whether the briefing note on the Vacant Seats Policy, as outlined in the Work Programme, had been circulated.

4. With regard to the Older Adult Mental Health Services Task and Finish Group, Councillor Caborn reported that he had submitted a letter to the Chief Executive of the Arden Cluster to highlight the problems experienced. He advised that he may need further support from the Board.

The Overview and Scrutiny Board agreed to:

1. Endorse the Work Programme;

2. Request an update on the Police and Crime Panel for the meeting scheduled for 30th May 2012 and invite the Board's partner representative from the Warwickshire Police Authority to attend;

3. Request an update on the Health and Social Care Bill, focusing on Warwickshire's Health and Well-Being Board and its role in monitoring the Joint Strategic Needs Assessment. Members agreed to invite the Director of Public Health, the Chair of the Arden Cluster and the Board's partner representative from NHS Warwickshire to attend; and

4. Endorse the Scrutiny Review Outline for the Task and Finish Group to consider the Street Lighting Energy Saving Plan.

7. Any Other Items

Upon the request of the Chairman, Georgina Atkinson provided the Board with feedback from the West Midlands Regional Scrutiny Network meeting that had been held on 8th March 2012.

Councillor Caborn advised that he would be meeting the Portfolio Holders responsible for health in each of the District and Borough Councils in Warwickshire, to determine possible arrangements for joint health scrutiny. Councillor Pickard added that he had organised a sub-regional meeting with members to ascertain geographical health issues which could be fed into the future health scrutiny event.

8. Dates of Future Meetings

Agreed.

..…………………………..
Chair

The Board rose at 11.35 a.m.

Overview and Scrutiny Board
5th April 2012

Questions to Cabinet and Portfolio Holders

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 – 27th March 2012

* Key decision

Decision	Description	Date due	Cabinet / PfH
* Capital Programme Variations	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.	19th April 2012	Cabinet
Approval of New ICT Strategy	The County Council ICT Strategy has been reviewed as planned at the end of 2011. This document presents the new Strategy and highlights key elements of the Strategy.	19th April 2012	Cabinet
Peoples Group, Learning and Achievement Capital Programme 2012/13	Setting a capital programme for achievement in schools.	19th April 2012	Cabinet

EXEMPT - Disposal of Warwick Fire Station to Waterloo Housing Association as affordable housing partner of Warwick District Council	This is a follow-up report to a previous Cabinet decision to approve the sale of the Warwick Fire Station to Waterloo Housing Association as the affordable housing partner to Warwick District Council for the development of affordable housing.	19th April 2012	Cabinet
Delegation to Nuneaton and Bedworth Borough Council Executive of power to remove unauthorised signs from the highway	Dealing with unauthorised advertising in Nuneaton is an important issue for both Councils. Section 132(2) Highways Act 1980 gives WCC as highway authority the power to remove signs, placards, etc fixed to street furniture. Delegating this power to NBBC would improve removal rates.	20th April 2012	Cllr Alan Farnell (Leader)
Review of Anti-Fraud Corruption Strategy	Reports the outcome of a review of the Council's Anti-Fraud Strategy.	19th July 2012	Cabinet
The Annual Governance Statement 2011/12	This report presents a draft Annual Governance Statement for scrutiny prior to submission to Council.	13th September 2012	Cabinet
* Mobile Library Service Reconfiguration	Members to approve the delivery plan for a reconfigured mobile service as part of the Library Service Transformation Programme.	15th November 2012	Cabinet

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
Head of Service	Greta Needham	gretaneedham@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Hayfield Councillor Heatley Councillor Wright	cllrhayfield@warwickshire.gov.uk cllrheatley@warwickshire.gov.uk cllrwright@warwickshire.gov.uk

Overview and Scrutiny Board
5th April 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.

1.2   Members will recall that this update report was presented at the Board's last meeting on 14th March 2012. At the request of the Chair and Spokespersons of the Board, the report is to be presented again at the 5th April meeting, to enable the Portfolio Holders for the three service review areas, as outlined at 2.1, to present the scoping documents and answer any questions raised in respect of the service reviews that fall within their remit.

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.

	Name	Contact details
Report Author	Phil Evans	philevans@warwickshire.gov.uk Tel 01926 412293
Head of Service	Phil Evans	philevans@warwickshire.gov.uk Tel 01926 412293
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk Tel 01926412045
Portfolio Holder	Councillor Martin Heatley	cllrheatley@warwickshire.gov.uk

Strategic Commissioning & Performance Management
Service Review

<u>Scope and Mandate for Options Appraisal</u>

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

Warwickshire County Council

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	David Carter,	Strategic Director for Resources
Critical Friend.	Monica Fogarty	Strategic Director for Communities
Head of Service	Tonino Ciuffini	Head of Information Assets
Executive Review		
Manager	Chris Kaye	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 :- • 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

<u>Purpose of Review</u>

- 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

<u>Scope and Approach</u>

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 appraised 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

Warwickshire
County Council

Overview and Scrutiny Board
5th April 2012

ICT Strategy Progress Report and Update

Recommendations

The Overview and Scrutiny Board is asked to:

1) Note the progress on the refresh of the Corporate ICT Strategy; and

2) Make any comments that they would wish to see submitted to the Cabinet alongside the Strategy.

1.0 Background

1.1 At the meeting of the Overview and Scrutiny Board on the 14th March, members agreed to schedule an additional meeting of the Board for Thursday 5th April, and requested that one of the reports to be submitted was an update on the ICT Strategy development. The members of the Board wanted to see the Strategy in advance of its agreement by Cabinet, in order to undertake a pre-decision review of the Strategy and have the opportunity to submit any relevant recommendations alongside the Strategy once it is presented to Cabinet.

1.2 As the Cabinet Draft Version of the Strategy is not due for completion until after the deadline for the production of this report this document provides an update on the approach, and progress of the strategy development.

1.3 As the strategy is finalised over the next 2 weeks it is also planned to circulate a link to the proposed new ICT Strategy web site, and the Head of Service will give a presentation to the meeting outlining the key elements of the ICT Strategy.

2.0 ICT Strategy Refresh

2.1 The current ICT Strategy was published in 2007 and covered the period 2007 to 2015. A strategy review was written into the document, to be carried out in 2012.

2.2 The ICT Strategy Review has been managed by a Project Board consisting of

- Project Executive: David Carter, Resources Strategic Director
- Senior Users: Wendy Fabbro, Strategic Director People Group
  Monica Fogarty, Communities Strategic Director
- Senior Suppliers: Tonino Ciuffini, Head of Information Assets
  Ian Litton, Information and Innovation Manager

2.3 The Board agreed to develop the strategy to a similar format to the one used in 2007/08, which was recognised as a model for future strategies. This approach has been followed by other areas including Customer Access and Information Strategy. However, as it was recognised that the strategy should be a living document, it was

agreed that this time we would seek to publish the sections as a web-site that can be easily updated. It is this web site that we plan to circulate to members ahead of the meeting.

2.4 It was also agreed that the strategy review should be linked closely to the current Strategic Commissioning Review of the ICT Service, as many of the key components such as customer requirements and ICT vision are intrinsically linked. This approach has operated very well and has been assisted by the fact that the Project Board includes the Strategic Directors responsible for both the Strategic Commissioning Review, and the Critical Challenge.

3.0 Progress to Date

3.1 A number of key deliverables have been, and are being, produced as part of the strategy development. These include:

3.2 An analysis of Customers' requirements which was developed based on:

- A full customer survey carried out independently by SOCITM (Society for IT Management) and sent to 5408 staff.
- A survey sent to the Leadership team, i.e. the 62 Elected Members and the 22 most senior staff in the Council, to attempt to assess the Strategic Value of the ICT service. Again this was carried out independently by SOCITM.
- Three ICT Strategy Review Workshops which were held with WCC staff with a focus on identifying how ICT could help deliver better services.

3.3 A revised ICT Vision has been developed and signed off by the Board and is attached at Appendix A.

3.4 ICT Principles that will underpin our approach to ICT and how we plan to deliver our services have also been approved. These cover:

- Use of Utility Computing, services provided by others
- Reuse of ICT components, including with partners
- Single identity to simplify access wherever possible
- Personalisation of services, and in future data stores
- Use of Open Standards
- A risk based approach, including balancing security and innovation
- Access from any user device
- Electronic Information and Data seen as Open by default

3.5 A new section 'The Organisation of the Future was requested by the Board and has been agreed which outlines how we would like ICT to operate in the future in relation to other WCC services. It identifies 4 key elements to the ICT/business relationship

1) Understand
2) Inform
3) Challenge
4) Transform

3.6 It also outlines what "good" would look like with key outcomes including:

- Digital by Default
- Working in partnership

- Improved Information Management
- Integrated Systems
- Better by Design

3.7   The Case Studies used in the last strategy to paint a picture for staff and customers
       of how the business will operate in the future are also being updated:

- Detailed technical strategies are also being produced but will not themselves
  form part of the core ICT Strategy 'Document'. They will be represented by
  'what the technical strategies mean for the business' commentaries.
  Technical strategies will however be produced for:
  - Application/Systems
  - Devices/Equipment
  - Identity, Access and Security
  - Infrastructure and Connectivity
  - The Web
  - Architecture Management

3.8   The action plans that we will follow as part of implementing the ICT Strategy are
       being developed as part of our Strategic Commissioning Review and ICT Business
       planning processes. The actions for the next 12 months will be submitted to
       Corporate Board for sign off in May. Areas that we currently expect to cover include:

- Continued support for the Property Rationalisation Programme, and in
  particular promotion of modern and flexible working facilities and improved
  electronic document management.
- Continued support for the development of new electronic services for citizens.
- Completion of the roll-out of Agresso financial systems and Google Mail.
- Support for the implementation of the Fire Systems replacements.
- Design and implementation of a new learning platform for schools to replace
  the PFI facilities.
- Supporting the implementation of the BDUK Rural Broadband facilities.
- Completion of the Tender for a new Public Service Compliant Network on a
  Regional or Sub-Regional basis.
- Implementation of new ICT Governance Models following the ICT Strategic
  Commissioning Review.

4.0   Timescale for Completion

4.1   Outstanding activities are the:

- Completion of the ICT Strategy Document / Web Site for virtual sign off by the
  ICT Strategy Board and Corporate Board.
- Consultation on the final draft strategy with the Portfolio Holder.
- Submission of the Report to Cabinet for the meeting on the 19th April 2012.

	Name	Contact Information
Report Author	Tonino Ciuffini	toninociuffini@warwickshire.gov.uk
Head of Service	Tonino Ciuffini	toninociuffini@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Cllr. David Wright	cllrwright@warwickshire.gov.uk

Warwickshire County Council ICT Vision - January 2012
Final v 1.0

Our vision is that ICT is a key enabler for the development, delivery, improvement and transformation of Warwickshire County Council and the services it delivers to citizens. It will provide flexible and scalable solutions that adapt to the dynamic environment the Authority operates in. ICT will be a proactive agent for change and will be fundamental to the review of all the council's strategies and services. Staff will have the appropriate skills and knowledge to make best use of ICT facilities and systems.

This will contribute to the Authority's aim of delivering excellent customer service by:-

- Providing staff, partners and citizens with access to reliable ICT services that fully exploit the benefits of technology

- Providing easy, on-demand access to information and systems to improve service delivery

- Exploiting our information assets more effectively, in a secure way, to improve service quality

- Facilitating different models of service delivery through staff, partners, the third sector, and the private sector and supporting our commissioning processes.

- Challenging and enabling the business to take advantage of existing and emerging technologies to implement new and more efficient delivery models

- Leading and managing the implementation of an organisation wide, corporate approach to the use of ICT that will maximise our return on our investment

Overview and Scrutiny Board
5th April 2012

Draft Overview and Scrutiny Annual Report 2011/12

Recommendations

1) That the Overview and Scrutiny Board consider the proposals for the structure and content of the Overview and Scrutiny Board 2011/12.

2) That the Overview and Scrutiny Board agree that the final version of the Overview and Scrutiny Annual Report 2011/12 be agreed 'virtually' by members upon completion and be subsequently forwarded to the Annual Council meeting for endorsement.

1.0   Summary

1.1   At the end of each municipal year, an Overview and Scrutiny Annual Report is produced to highlight the activity of the Overview and Scrutiny Committees throughout the year.

1.2   For 2011/12, an alternative format for the Annual Report has been introduced. The report has been streamlined to produce a focused and concise report that effectively promotes the achievements of the Committees and actively demonstrates where the scrutiny function has added value to the organisation, in terms of improved service delivery and helping the Council to achieve its corporate ambitions.

1.3   As the Council is now approaching the end of its municipal year, the Annual Report for 2011/12 is currently being produced with the Chairs of the Overview and Scrutiny Committees. As work is still underway, a copy of the proposed structure and content for the report will be circulated the week commencing 2nd April and prior to the Board meeting.

1.4   The next meeting of the Overview and Scrutiny Board is scheduled for 30th May 2012; however, the Annual Report will need to presented at Annual Council on 15th May. In light of this, it will not be possible for the Board to formally approve the final version of the Annual Report in a meeting. It is therefore proposed that the members of the Board 'virtually' approve the final version, which will be circulated for comment and suggestions the week commencing 23rd April 2012.

1.5   Following the Board's approval, the Annual Report will be presented to the Council on 15th May 2012 for endorsement. An electronic copy of the document will also be circulated to key officers and external organisations with an interest in the work of Overview and Scrutiny, and will be uploaded to the Council's Internet and the WarksDemocracy blog site.

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwikshire.gov.uk
Head of Service	Greta Needham	gretaneedham@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@wariwckshire.gov.uk
Portfolio Holder	Councillor Hayfield Councillor Heatley Councillor Wright	cllrhayfield@warwickshire.gov.uk cllrheatley@warwickshire.gov.uk cllrwright@warwickshire.gov.uk

Overview and Scrutiny Board
5th April 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.

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
- Quality Accounts

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   There have not been any Briefing Notes circulated since the last meeting of the Board.

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:

        • 30th May 2012
        • 25th July 2012

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwikshire.gov.uk
Head of Service	Greta Needham	gretaneedham@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Hayfield	cllrhayfield@warwickshire.gov.uk
	Councillor Heatley	cllrheatley@warwickshire.gov.uk
	Councillor Wright	cllrwright@warwickshire.gov.uk

Overview and Scrutiny Board
Work Programme 2011/12

Please note that as agreed by the Overview and Scrutiny Board (25th 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
	Questions to the Portfolio Holders	Forward Plan report		√							
5th April 2012	Transformation Programme	To scrutinise the delivery of the Programme, including timescales and proposals. (Phil Evans)	√		√	√					
	ICT Strategy	Pre-decision scrutiny of the ICT Strategy (Tonino Ciuffini)			√	√					
30th May 2012	Questions to the Portfolio Holders	Forward Plan report		√							
	Social Media Board	Report to include: • what is the Social Media Board; • Rationale and remit; • Level of member involvement; • Long-term proposals (Anne Goodey / Kushal Birla)			√	√					

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
	Police and Crime Panels	Report to include: • Composition and role • Member involvement • Link with CSP scrutiny (Jane Pollard)		√	√	√					
	Health and Social Care Bill	Report to include: • overview of the Health and Well-Being Board • role of the HWBB in the Joint Strategic Needs Assessment • how each OSC can feed into the health agenda. (John Linnane)		√	√	√					
	Transformation Programme	To scrutinise the delivery of the Programme, including timescales and proposals. (Phil Evans)	√		√	√					
	Growing Places Fund	Report to include an overview of applications. Further details yet to be identified. Louise Wall.				√					

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)	Report to outline: • feedback from the OSCs • key proposals for improvements to performance management • proposals regarding complaints reporting (Phil Evans / Karen Smith)	√	√							
	Roll out of iPads	Report to include: • when members and officers will be receiving the new kit • what advantages can be expected compared with the existing tablets • what are the costs • possible samples to pass along (Tonino Ciuffini)			√	√					
25th 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.	√		√	√					

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
	Scrutiny Action Plans (if required)	Update on the implementation of recommendations arising from the two Task and Finish Groups. (Georgina Atkinson)		√							
3rd October 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Scrutiny Recommendations Spreadsheet	Twice yearly update on overall progress of scrutiny recommendations, arising from previously completed TFGs (Georgina Atkinson)		√							
12th 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.	√						√		√

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
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										
	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 25th 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 10th November 2011
School Transport – Vacant Seats Policy	To update the Board on changes to the Vacant Seats Policy	Requested from Mark Gore on 16th November 2011

Overview and Scrutiny Board
Work Programme 2011/12

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, 25th January 2012 (Tonino Ciuffini to action)
Complaints Review	Outcome of the review and improvement proposals.	Requested by Cllr Roodhouse, 25th January 2012 (David Carter to action), circulated 20th February 2012

Progress on Task and Finish Groups
2011/12

Topic	Reports to Parent Committees	Status	Comments
Paediatric and Maternity Services 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	**Live**	The group is meeting on 4th April (TBC) to scrutinise the revised Business Case and draft Consultation Document, which are due to be made available from the Arden Cluster on 28th March. The Group's findings will be taken to the Adult Social Care and Health OSC on 11th April, when the Arden Cluster will be seeking the Committee's approval to go ahead with the consultation. Members may wish to endorse the consultation as is, endorse it subject to amendments or reach some other conclusion. When the consultation is underway, the group will monitor progress and participation at 30- and 60-day intervals, and then draft a formal response to be taken to the Committee for approval towards the end of the consultation period.
Older Adult Mental Health Services Cllr Jerry Roodhouse (Chair), Cllr Peter Fowler, Cllr Sid Tooth	Adult Social Care and Health OSC – 15 February 2012	**Live**	On 10th 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 1st March 2012 still hasn't started. 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. The Older Adults Mental Health Task and Finish Group is still awaiting word from the Arden Cluster and the Coventry and Warwickshire Partnership Trust on when the Dementia consultation process will resume.

Progress on Task and Finish Groups
2011/12

Topic	Reports to Parent Committees	Status	Comments
Post 16 Transport Cllr Peter Balaam (Chair), Cllr Martyn Ashford, Cllr Richard Chattaway, Cllr Tim Naylor, Cllr Clive Rickhards, Cllr Chris Saint	To be confirmed	Live	The first meeting of the Review Group has been arranged for 3rd April. The Chair has met with officers and was invited to talk to Heads of Post-16 Education about the review, to raise awareness and to begin to understand the issues that they have experienced. The Group will be receiving a comprehensive briefing report at their first meeting which will update Members on the change in policy. It is hoped that the scope of the review will be refreshed at the first meeting.
Street Lighting Energy Saving Plan Cllr Jim Foster (Chair), Cllr Martyn Ashford, Cllr Richard Chattaway, Cllr Jose Compton, Cllr David Johnston, Cllr Barry Longden, Cllr Carolyn Robbins, Cllr Martin Shaw, Cllr Ray Sweet	To be confirmed	Live	Councillor Jim Foster was elected as Chair of the Group. A draft work-programme has been set. Members have had presentations on the proposals and the technology that will enable part-night lighting. Members are now focused on the public consultation and engagement process that will be begin at the June round of Community Forums. The Task and Finish Group will be reporting its findings and recommendations to the Communities Overview and Scrutiny Committee on 19th September 2012.
Safeguarding Improvement Plan Cllr Peter Balaam, Cllr Robert Hicks, Cllr Carolyn Robbins, Cllr Kate Rolfe, Cllr June Tandy, Cllr Sid Tooth	To be confirmed	Live	The initial scoping meeting is scheduled for 5th April, at which members will agree their approach and the next steps. The topic may be suited to a phased approach, as officers have indicated that a number of changes have already been implemented and more will be launched after the Summer break. Therefore, it may be appropriate for the group to report to the Children and Young People OSC in June on the initial block of improvements, followed by another report later in the year on the next block.

Progress on Task and Finish Groups
2011/12

Topic	Reports to Parent Committees	Status	Comments
Quality Accounts Cllr Martyn Ashford, Cllr Penny Bould, Cllr Angela Warner and Cllr Claire Watson	**To be confirmed**	**Live**	The Adult Social Care and Health Overview and Scrutiny Committee has agreed a different approach for the 2011/12 Quality Accounts. In light of reports received through the year from George Eliot Hospital and Coventry and Warwickshire Partnership Trust, the ASC&H O&S will hold a formal meeting, with Warwickshire LINk representatives, to consider their draft Quality Accounts. A Task and Finish Group has been set up to meet informally with the other Trusts to agree their draft Quality Accounts.
Communication with the public and financial accountability Cllr Tim Naylor (Chair), Cllr Carol Fox, Cllr Julie Jackson, Cllr Clive Rickhards, Cllr Angela Warner	Overview & Scrutiny Board 20th July 2011	**Completed**	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 14th September 2011.
Quality Accounts Cllr Dave Shilton (Chair), Cllr Peter Balaam, Cllr Jeff Clarke, Cllr Jim Foster, Cllr Sid Tooth, Cllr Angela Warner	Adult Social Care and Health OSC 7th June 2011	**Completed**	Single Issue meeting held on 07.06.2011. The Committee's commentary on the Quality Accounts were circulated to providers following the meeting
Paediatric Cardiac Surgery Services in England Cllr Martyn Ashford, Cllr Peter Barnes, Cllr Sarah Boad, Cllr Richard Chattaway	This was agreed "virtually" by the Adult Social Care and Health OSC	**Completed**	The response was sent to the Department of Health before the deadline of 5 October 2011