

Overview and Scrutiny Board

30th May 2012

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **WEDNESDAY, 30th MAY 2012** at **2.00 p.m.**

The agenda will be:

1. General

- (1) Apologies**
- (2) Election of Chair and Vice-Chair**
- (3) 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 5th April 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.

The public reports referred to are available on the Warwickshire Web
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. Review of Overview and Scrutiny

To consider whether members wish to recommend any changes to the operation of Overview and Scrutiny, beyond those supported by the Leaders Liaison Group and Council.

5. Transformation through Strategic Commissioning

Phil Evans, Head of Service Improvement and Change, will provide an update on the overall progress of the Transformation Programme.

6. Warwickshire County Council's Approach to Performance Management Reporting

To consider proposals regarding improved reporting of performance management information.

7. Health and Wellbeing and the Role of Scrutiny

Dr John Linnane, Director of Public Health, will lead on discussions regarding the link between the Health and Wellbeing Board (H&WB) and Scrutiny; the relationship between Public Health and Scrutiny; and the role of the Overview and Scrutiny Committees in the monitoring of the Joint Strategic Needs Assessment.

8. Pilot of Mobile Devices

Tonino Ciuffini, Head of IT, will provide an overview of the progress to date on investigations into the use of iPads and similar devices in Warwickshire County Council.

9. Financial Review of the Council

The report will provide a financial overview of the County Council, focusing on spending changes, funding balances and saving requirements.

10. Social Media

To consider a report on the use of social media by Warwickshire County Council.

11. 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.

12. Any Other Items

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

13. Dates of Future Meetings

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

- 25th July 2012
- 3rd October 2012
- 12th December 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, Access and Property
Councillor Martin Heatley – Workforce and Governance
Councillor David Wright – Finance, Improvement and IT

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

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Present

Members: Councillor John Appleton (Chair)
Councillor Jeff Clarke (Vice Chair)
Councillor Les Caborn
Councillor Tim Naylor
Councillor Carolyn Robbins (replacing Chris Williams)
Councillor Jerry Roodhouse
Councillor Dave Shilton
Councillor June Tandy
Councillor John Whitehouse
Councillor Sonja Wilson

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

Other Councillors: Councillor Butlin, Portfolio Holder, Highways and Transport
Councillor Colin Hayfield, Portfolio Holder, Customers, Access and Physical Assets
Councillor Martin Heatley, Portfolio Holder Improvement and Workforce
Councillor Richard Hobbs, Portfolio Holder for Community Safety
Councillor David Wright, Portfolio Holder for Finance, Governance and IT

Officers: Georgina Atkinson, Democratic Services Team Leader
Tonino Ciuffini, Head of Information Assets
Phil Evans, Head of Service Improvement and Change Management
Gill Fletcher, Manager of Corporate Programme Office
Claire Saul, Head of Strategic Commissioning
Philippa Young, Senior Project Engineer

1. General

(1) Apologies

Apologies for absence were received on behalf of Councillors Bernard Kirton and Chris Williams (replaced by Carolyn Robbins for the meeting only) and Councillor Farnell.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Caborn and Councillor Shilton both declared a personal interest with regard to Item 3, 'Questions to Cabinet and Portfolio Holders'. The nature of the interest being that they were both Elected Members of Warwick District Council.

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(3) Minutes of the meeting of the Overview and Scrutiny Board held on 14th March 2012

The Board agreed that the minutes of the meeting held on 14th March 2012 be signed by the Chair as a correct record.

Georgina Atkinson, Democratic Services Team Leader, provided an update with regard to Item 3, 'Questions to Cabinet and Portfolio Holders'. The Board had requested clarification regarding a fee for attending a social media training session. The Communications team had confirmed that the fee would be charged directly to the Member Development budget which was held by Democratic Services; therefore, there would be no direct cost to individual members who wished to undertake the training.

2. Public Question Time

None.

3. Questions to the Portfolio Holder/Portfolio Holders Update

A question was raised with regard to the relationship between the Learning and Achievement Capital Programme 2012/13 and achievement in schools. In addition, due to the changing landscape of education and the relationship between local authorities and schools, the Board requested that the Leader of the Council advise on the Council's strategic position with regard to the future of schools and academies.

A query was raised with regard to the inclusion of Cabinet decisions in the report. Georgina Atkinson advised that the decisions were in the current Forward Plan and those included in the report were the decisions relevant to the Terms of Reference to the Board, which related to the Resources Group. The Board requested that the report be amended to include:

- Clarification in the report of the responsible Portfolio Holder for each decision; and
- The full list of Forward Plan decisions to be included in future reports, with a distinction between the decisions for information and those that the Board was responsible for scrutinising.

A discussion took place with regard to the decision, 'Delegation to Nuneaton and Bedworth Borough Council Executive of power to remove unauthorised signs from the highway.' The Board was advised that the decision had been reached following lengthy discussions between the two authorities. The Board considered the decision to be a sensible solution to the issue and recommended that the opportunity be offered to all authorities within the county, if successful.

The Overview and Scrutiny Board agreed to:

1. Request that the Leader of the Council advise on the Council's strategic position with regard to the future of schools and academies;

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2. Recommend that the Audit and Standards Committee consider the decision regarding the 'Review of Anti-Fraud Corruption Strategy'; and
3. Recommend to Cabinet that the decision to delegate powers to Nuneaton and Bedworth Borough Council to remove unauthorised signs from the highway be offered to all authorities within the county, if successful.

4. ICT Strategy

Tonino Ciuffini, Head of Information Assets, provided the Board with a summary of the draft ICT Strategy which was scheduled for Cabinet consideration on 19th April 2012, pending consideration by Corporate Board. The Strategy, which had been based on the previous eight-page document, would now be a live electronic document to allow for easier review on an annual basis. Once approved, the Strategy would be available on the Council's web site.

It was reported that the Strategy included the ICT Vision 2012, which underpinned the Council's key ICT requirements regarding systems and solutions that would deliver effective services and positive change. Members were provided with an outline of the key areas of the Strategy, including the ICT Principles.

There was a concern that the majority of Elected Members were currently not fully engaged with social media and were not connected to the Council's social media utility, Yammer. Tonino Ciuffini advised that as social media was an external utility, it was out of the Council's control and therefore could not be a member-led function. However, he acknowledged the importance of ensuring that members were aware of the Council's social media tools and that it was important for the authority to effectively manage its reputation through the use of social media and communication. It was suggested that members could use social media to promote the scrutiny function and deliver messages regarding the work undertaken by the Overview and Scrutiny Committees. A live Twitter stream could also be used to update the public on topics discussed during meeting, and allow an opportunity for questions to be raised via Twitter.

A query was raised regarding how the Strategy would be assessed to identify its effect on productivity and service delivery. The Board was advised that the Applications Strategy outlined how ICT would be used to deliver services in an efficient and improved way, with enhanced communication to members of the public. Tonino Ciuffini explained that it was not unusual for a local authority to have numerous systems; however, the Strategy aimed to ensure that different systems could work in a co-ordinated manner to the benefit of the organisation.

With regard to data storage, the Board was advised that G-Cloud provided a valuable balance of data storage across a range of sites to ensure that the Council was not reliant on one storage option. This approach also provided the Council with increased resilience as it reduced the dependency on accessing data via the Council's network system.

A discussion took place with regard to sharing ICT systems with other authorities, particularly the districts and boroughs within the county. Tonino

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Ciuffini advised that theoretically it was valuable for all authorities to reduce the cost and duplication of ICT systems; however, in practice it was difficult to achieve and decisions needed to be based on the individual business needs of each authority. It was also important to provide a valuable and consistent offer to schools.

In response to a question raised regarding access to services, the Board was advised that the Customer Access Strategy ensured that alternative forms of access would remain available to avoid complete dependency on IT. In addition, it was recognised that support and awareness would be required to encourage individuals to use IT as a form of accessing Council services.

With regard to the Board's request raised at its meeting on 25th January 2012, Tonino Ciuffini advised that the maps outlining areas of poor broadband provision could not be published due to a non-disclosure clause by BDUK. He offered to discuss individual areas with members upon request.

The Overview and Scrutiny Board agreed to:

1. Stress to Cabinet the importance of increased productivity and improved service delivery, as the overall vision of the ICT Strategy;
2. Stress to Cabinet the importance of social media and the role of Elected Members in promoting and being aware of social media as a form of communication;
3. Request that the annual review of the ICT Strategy include a number of key indicators that would demonstrate to members the value of the Strategy in respect of improved service delivery and the achievement of the Council's corporate ambitions; and
4. Request that performance information regarding the impact of the Strategy be available at a future meeting.

5. Transformation through Strategic Commissioning

Phil Evans, Head of Service Improvement and Change Management, explained that since the last meeting of the Board the three services reviews had progressed and two (the Performance Management element of the Strategic Commissioning and Performance Management review and the IT Infrastructure and Support review) were now at the options appraisal stage of assessment – Gateway 1. At this stage, there were three potential service delivery options available for each key function of the service: decommission the function; redesign and improve the function; or consider different ways of delivering the service.

With regard to the two existing service reviews, an outline of the recommended options for each function was circulated to the Board. The next stage would involve the Outline Business Case which would provide the intended route for service improvement and the Board questioned whether additional information regarding the rationale behind the recommended options would be shared with members.

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A number of members expressed concern that the level of Portfolio Holder involvement was ambiguous and that overall leadership for the process appeared to be dominated by officers, rather than members. In response, the Portfolio Holders in attendance confirmed that the Transformation through Strategic Commissioning was a member-led process and that they were fully engaged throughout each service review. It was confirmed that the final decision regarding future service delivery methods would be made by Cabinet or, where required by the Council's Constitution, by full Council. The Portfolio Holders acknowledged that there had been a few issues at the start of the process, in terms of timing and communication; however, these had been fully addressed and now all Portfolio Holders were satisfied with the process and their level of involvement.

The Board was reassured by the clarification provided by the Portfolio Holders; however, it was considered that their involvement was not accurately reflected in each of the service review scoping documents delivered to date. In light of this, it was acknowledged that future scoping documents needed to clearly outline the involvement of the Portfolio Holders. Furthermore, it was suggested that other documents, such as the initial options appraisal, also include comments by the Portfolio Holder to clearly demonstrate that Portfolio Engagement had occurred.

In response to a query raised regarding the involvement of other Elected Members, Phil Evans advised that in addition to the member involvement procedures agreed for Portfolio Holders and Overview and Scrutiny, any member could request information from the Programme Office. Furthermore, members would also be included as key stakeholders in a number of service reviews where relevant.

The Overview and Scrutiny Board agreed to:

1. Request that future scoping documents clearly outline the role of the Portfolio Holders in the service review process;
2. Request that other documents, such as the initial options appraisal, also include comments of the Portfolio Holder to clearly demonstrate that they had been involved at decision making stages;
3. Request that the Overview and Scrutiny Committee Spokesperson always appoint a substitute if they were unable to attend scheduled meetings to discuss the proposed scope of service reviews; and
4. Request that direct communication be improved with Elected Members with regard to overall progress of the programme and decisions taken at key stages of the service reviews.

6. Draft Overview and Scrutiny Annual Report 2011/12

Georgina Atkinson, Democratic Services Team Leader, presented the Board with the draft Overview and Scrutiny Annual Report 2011/12 which provided an overview of the content and structure for the report. The Board was advised that the 2011/12 report had adopted an alternative format to previous years and had a greater focus on the achievements of each Overview and Scrutiny Committee. The report would demonstrate where the scrutiny

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function had added value to the organisation, in terms of improved service delivery and helping the Council to achieve its corporate ambitions.

The Board was advised that the next meeting of the Overview and Scrutiny Board had been scheduled for 30th May 2012; however, the Annual Report would need to be presented at the Annual Council meeting which had been scheduled for 15th May 2012. In light of this, it would not be possible for the Board to formally approve the final version of the Annual Report in a meeting. It was suggested that the Board 'virtually' approve the final version.

The Overview and Scrutiny Board agreed to:

1. Approve the proposed structure and content of the Overview and Scrutiny Annual Report 2011/12; and
2. Agree that the final version of the Overview and Scrutiny Annual Report 2011/12 be approved 'virtually' by the Board upon completion and subsequently forwarded to the Annual Council meeting for consideration.

7. Work Programme and Scrutiny Review Progress Report

Georgina Atkinson referred to the report which included an update on the Work Programme and progress on each of the current Task and Finish Groups.

In addition to the report, the Board was advised that the scoping documents for the review of Post 16 Transport and the Safeguarding Action Plan were currently being considered by the Task and Finish Groups and would be presented at the next Board meeting on 30th May 2012.

During the item, the following points were raised:

1. With regard to the Safeguarding Improvement Plan Task and Finish Group, Councillor Tandy advised that the outcomes and recommendations from the review would be reported to the meeting of the Children and Young People Overview and Scrutiny Committee, scheduled for 20th June 2012;
2. Councillor Robbins reported that the Paediatric and Maternity Services Task and Finish Group had been a challenging review and was anticipated for completed in early June 2012. A verbal update on the review would be presented to the Adult Social Care and Health Overview and Scrutiny Committee on 11th April 2012, with the full report scheduled for consideration at the following meeting on 19th June 2012.

The Overview and Scrutiny Board agreed to endorse the report and updated Work Programme 2011/12.

7. Any Other Items

No further matters were raised for discussion.

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8. Dates of Future Meetings

Agreed.

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Chair

The Board rose at 4.00 p.m.

Overview and Scrutiny Board 30th May 2012

Questions to Cabinet and Portfolio Holders

Recommendations

- 1) That the Overview and Scrutiny Board consider the full range of forthcoming Cabinet and Portfolio Holder decisions and identify decisions which the Board wish to recommend be scrutinised by the relevant Overview and Scrutiny Committee.
- 2) That the Overview and Scrutiny Board 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 Cabinet and Portfolio Holder Decisions – full range, for recommendation to Overview and Scrutiny Committees

- 1.1 The full range of decisions is listed below. Members are asked to consider any items which should be recommended for scrutiny by the relevant Overview and Scrutiny Committee. As it is not within the remit of the Overview and Scrutiny Board to scrutinise these decisions, the relevant Portfolio Holders will not be in attendance to answer any questions and all questions should be directed to the Cabinet meeting or the relevant Overview and Scrutiny Committee.
- 1.2 The list was last updated from the Forward Plan on 22nd May 2012
(* Key decision)

| Decision | Description | Date due | Cabinet / PfH |
|--|---|----------------------------|----------------------|
| Proposed Federation of Primary Schools, Stratford District | An opportunity for Cabinet to consider the merits of the proposed federation of primary schools in Stratford District | 14 th June 2012 | Cabinet – Cllr Timms |
| Gresham Avenue Flood Alleviation Scheme | The area adjacent to Pound Lane School is prone to severe flooding caused by an inadequacy of the existing drainage system. Severn Trent would like to carry out extensive improvements to the drainage system in this area but it would need to include the provision of a large holding tank or a water retention area for use in flood conditions only. The only place where either of these facilities could be sited is the on part of the playing field of Pound Lane School. | 14 th June 2012 | Cabinet – Cllr Timms |

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|--|--|----------------------------------|--------------------------------|
| <p>Shared Professional Services Contract for Transport and Highways 2013</p> | <p>Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council are working in partnership to develop a shared contract for the provision of professional services for the planning, design and provision of highway and transport infrastructure with the aim of having a contract operational before 01 July 2013. Subject to reaching satisfactory agreement, other Midlands councils may also participate in this procurement initiative.</p> | <p>14th June 2012</p> | <p>Cabinet – Cllr Cockburn</p> |
| <p>Portobello Bridge Improvements</p> | <p>Request that Cabinet approve procession with the engineering works to Portobello Bridge including:</p> <ol style="list-style-type: none"> 1. Reconstruction of the north parapet on the existing road bridge. 2. Construction of a new footbridge to the north of the existing road bridge 3. Revision to the carriageway layout <p>Request that Cabinet approve Compulsory Purchase Orders to acquire land for the purposes of constructing the foundations for the new footbridge.</p> <p>Request that Cabinet approve the addition to the Capital Programme engineering works to improve the south footway extension and parapet on the existing road bridge.</p> | <p>14th June 2012</p> | <p>Cabinet – Cllr Butlin</p> |
| <p>Additions to the 2012/13 Capital Programme for Various Developer Funded Highway Improvement Schemes</p> | <p>Request that the following Developer Funded Schemes are added to the 2012/13 Capital Programme</p> <ol style="list-style-type: none"> 1. New Roundabout on B4632 for Mixed Use Development on Former M.O.D. site at Long Marston 2. Traffic Signal junctions and roundabout improvements on Old Warwick Road and Princess Drive, Leamington Spa for Retail Development on Former Ford Foundary site. 3. Changes to A426 Leicester Road/ Brownsover Road roundabout to provide access to Rugby Gateway Residential Development. | <p>22nd June 2012</p> | <p>PfH – Cllr Cockburn</p> |
| <p>Responses to Consultations on Rail Decentralisation, Fares and Ticketing and a West Midlands Strategy</p> | <p>To seek approval for the proposed responses to the following consultations:</p> <ol style="list-style-type: none"> 1. The Department for Transport's consultations on rail decentralisation and rail fares and ticketing; and 2. The West Midlands Regional Rail Forum's consultation on a West Midlands Rail Strategy. | <p>22nd June 2012</p> | <p>PfH – Cllr Butlin</p> |

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|--|--|---------------------------------|-------------------------|
| Warwick District Council Off-Street Parking Places Order 2012 | The County Council has been consulted on WDC's proposals for changes to parking charges in its off-street car parks in Leamington. | 22 nd June 2012 | PfH – Cllr Butlin |
| Draft Framework for the Organisation of Educational Provision | Cabinet will be asked to consider the draft Framework for the Organisation of Education Provision updated in the light of recent consultation. | 19 th July 2012 | Cabinet – Cllr Timms |
| Draft Instrument of Government for the Federating Governing Body for Loxely CofE Primary, Snitterfield Primary and Wilmcote CofE Primary Schools | Draft Instrument of Government for the Federating Governing Body for Loxely CofE Primary, Snitterfield Primary and Wilmcote CofE Primary Schools | 27 th July 2012 | PfH – Cllr Timms |
| Warwickshire Carers Strategy Refresh | This document provides an update of the existing Warwickshire Carers Strategy and identifies the key priorities for Warwickshire which are aligned with national and local policy. | 13 th September 2012 | Cabinet – Cllr Seccombe |
| WCC Traded Services with Schools 2013/14 – EXEMPT | To update Cabinet and progress made in relation to traded services with schools. | 15 th November 2012 | Cabinet – Cllr Timms |
| * Mobile Library Service Reconfiguration | Members to approve the delivery plan for a reconfigured mobile service as part of the Library Service Transformation Programme. | 15 th November 2012 | Cabinet – Cllr Hayfield |

2.0 Cabinet and Portfolio Holder Decisions – relevant to the Overview and Scrutiny Board

- 2.1 The decisions relevant to the remit of the Overview and Scrutiny Board are listed below. Members are encouraged to seek updates on decisions and identify topics for pre-decision scrutiny. The responsible Portfolio Holders will be in attendance at the meeting to answer any questions from the Board.
- 2.2 The list was last updated from the Forward Plan on 21st May 2012
(* Key decision)

| Decision | Description | Date due | Cabinet / PfH |
|--|---|-------------------------------|-------------------------|
| 2011/12 End of Year Integrated Finance and Performance Report | The enclosed report provides an end of year picture of how the organisation has performed against key performance measures and the financial management of resources. | 14 th June 2012 | Cabinet – Cllr Farnell |
| Review of Reserves | To review the level of reserves held by the authority and identify funding to be carried forward into 2012/13. | 14 th June 2012 | Cabinet – Cllr Farnell |
| Debt Recovery Write-Off | Cabinet approval for debt write-off. | 14 th June 2012 | Cabinet – Cllr Farnell |
| Common Lane Kenilworth | Grant Easement over the Greenway from Common Lane road bridge in order to initiate housing development on field adjoining the Greenway. | 19 th July 2012 | Cabinet – Cllr Hayfield |
| Review of Anti-Fraud Corruption Strategy | Reports the outcome of a review of the Council's Anti-Fraud Strategy. | 19 th July 2012 | Cabinet – Cllr Heatley |
| The Annual Governance Statement 2011/12 | This report presents a draft Annual Governance Statement for scrutiny prior to submission to Council. | 18 th October 2012 | Cabinet – Cllr Heatley |

| | 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 |

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Review of Overview and Scrutiny

Recommendations

- 1) That the Overview and Scrutiny Board considers whether there are any changes it wishes to see to the operation of overview and scrutiny beyond those supported by the Leaders Liaison Group and Council.
- 2) That the Overview and Scrutiny Board considers whether it wishes to make any recommendations to Cabinet.

1.0 Key Issues

- 1.1 A review of Democratic and Corporate Governance is currently under way and is being overseen by the Leaders Liaison Group. The first phase of the review (looking at key democratic bodies and public input) was considered by the Leaders Liaison Group on 19 April and reported to Council on 15 May. As Overview and Scrutiny is an integral part of the decision making process, the interim findings of the Centre for Public Scrutiny (CfPS) were fed into that report.
- 1.2 The Chair of the Overview and Scrutiny Board requested that the CfPS interim findings be circulated to all members so that they may put forward their views to the Board. (This was sent by e-mail to all members on 1 May but is attached to this report as **Appendix A** for ease of reference).
- 1.3 The outcome of the Leaders Liaison Group and the Council's consideration of the first phase of the Democratic and Governance Review (in so far as it related to Overview and Scrutiny) is set out below.
- 1.4 There is no intention at present to report further to Council on the Overview and Scrutiny review, unless the Board wish to make any changes that require Council approval. There may, however, be aspects that the Board wish to draw to the attention of Cabinet and/or get Cabinet's agreement to.

2.0 Outcome of Review of Democratic and Corporate Decision Making (Phase 1)

- 2.1 The CfPS report identified both strengths and weaknesses in our operation of overview and scrutiny (see enclosed) and made a number of recommendations that were accepted by Leaders Liaison Group:

- (1) Develop the task and finish group approach, which allows in-depth scrutiny and is more appropriate for engaging with the public and service users on a less formal basis.
- (2) Develop external and joint scrutiny, particularly to tackle strategic issues, to build confidence in the contribution that scrutiny can make.
- (3) Increase the external focus, making use of external witnesses to support member challenge.
- (4) Develop other methods to keep members informed of key developments (such as making greater use of portfolio holder briefing sessions, seminars and briefings) so freeing up committee agendas to focus on O&S.
- (5) O&S agendas should be more flexible and generally shorter. Some meetings could be of different type (e.g. Cabinet questioning sessions, business meetings, updates on task and finish group progress, single topic etc) and informal sessions could be held to plan lines of inquiry and questioning in advance in some instances.
- (6) Engage earlier in the policy process and move from micro to macro-scrutiny focused on key strategic issues that really matter to Warwickshire.
- (7) Develop a clear work programme for scrutiny so that member and officer time is used effectively, with an appropriate mix of challenge to Cabinet members and officers, and in-depth, forward looking policy reviews.
- (8) The role of the Overview and Scrutiny Board as a coordinating body for the programme must be reinforced to ensure coordination and discipline.

2.2 Most of these recommendations [(1), (2),(3), (5),(7) and (8)] can just be taken forward and promoted by Overview and Scrutiny Board as they see fit. The others require other things to happen.

2.3 Recommendation (4) (*and to a large extent (5)*) requires using methods other than O&S meetings for keeping members informed. Committees already have the option (sometimes used) of having briefing papers circulated to committee members, rather than have them as items on agendas, on the understanding that members can always ask for an issue they see in a briefing paper to be raised at O&S meeting. This is something that can be promoted.

2.4 The use of Cabinet Portfolio Holder briefings was also applauded as a good way of Cabinet members keeping members briefed on key areas of activity in their portfolio and allowing discussion in a 'non-threatening' way. We have a number of sessions programmed but not for all Portfolio Holders at present. The Board may wish to recommend a programme be drawn up.

Equally, better understanding of the Cabinet's forward programme of work, objectives and direction would help Overview and Scrutiny develop a meaningful work programme that both they and the Executive find helpful in

developing policy and improving outcomes for our residents. Discussion on work programmes and update on progress could be part of the senior member briefings (and would help to meet recommendation (6) above).

2.5 One of the key areas for improving communication with members is at full Council meetings and Council has agreed to provision for:

- Periodic 'State of Warwickshire' address from the Leader
- Periodic update reports from Cabinet Portfolio Holders (once a year, so there will be more than one report at each Council meeting).
- Member feedback from external bodies
- Addresses from external speakers (invitees not general public speaking).
- Leader reports on policy development areas for discussion.
- Questions without notice to portfolio holders as well as the Leader

This will help to keep all members up to date on issues, rather than relying on information updates at Overview and Scrutiny which by its nature only reach a proportion of the council membership.

2.6 There were some areas identified as possible areas for improvement that were not supported by Leaders Liaison Group:

- There was not support for the 'commissioning approach' to scrutiny and consequent reduction of Committees at this stage.
- The Group (and members at Council) were not convinced that local forums were the appropriate bodies for undertaking local scrutiny (an extension of 'layered' scrutiny). It was suggested, however, that forums may find holding public interest debates in local areas useful, and forums can also identify issues that may lend themselves to review by an O&S Committee.

The terms of reference and role of community forums is subject to review and will be considered at Council on 10 July 2012.

2.7 A further point to note on changes made at Council is the new petitions procedure that now allows for public petitions to be presented to Cabinet (if 300 or more signatures) and for debate at Cabinet (if there are 2000 signatures). Portfolio Holders may also be presented with petitions if 50 or more signatures are obtained.

3.0 Partner Engagement

3.1 The member survey has now been analysed and is attached at **Appendix B**.

3.2 The results reflect the views expressed by members in the review. It does, however, include an issue regarding engagement with district and borough councillors. One response from a district councillor included a comment that he/she did not feel he was considered an equal member with county

councillors. This could be due to topic selection being focussed on County Council responsibilities with little opportunity for (or focus on) the district/borough dimension. It may be that district/borough members on our committees either do not feel encouraged or do not consider themselves 'qualified' to offer themselves for a particular task and finish group.

- 3.3 Cabinet/Corporate Board had a discussion on 18 May about the role of overview and scrutiny in relation to that of the Health and Wellbeing Board (as referred to at item 7 on this agenda) and the need for constructive relationships with partners, including District and Boroughs who have a particular role to play in tackling health inequalities. In terms of the overview and scrutiny role, Cabinet wishes to see District and Borough Councils involvement with the County Council but concluded that it did not support the 'layered' approach to scrutiny as suggested by the CfPS as this could cause confusion and duplication. There is also a particular complication with Health Scrutiny, given that the Districts/Boroughs do not hold the statutory responsibility for Health Scrutiny and any recommendations in this regard have to be via the County Council's Adult Social Care and Health Overview and Scrutiny Committee.
- 3.4 Cabinet's conclusion is that there are already opportunities to involve Districts and Boroughs in overview and scrutiny that does not create further bureaucracy. There have been very effective joint scrutiny on specific topics of joint interest and Cabinet wish to see this taken forward, using the current Overview and Scrutiny bodies to do that, ensuring better engagement with current co-optees and encouraging further co-option of Borough and District councillors to specific reviews where appropriate.

4.0 Next steps

- 4.1 The final report from CfPS will be available in July but the key messages from this and the member survey are already clear. These centre on:
- ensuring a demonstrative commitment from both Cabinet and O&S to the value that Overview and Scrutiny can bring in ensuring robust and effective decision making
 - timely communication to ensure meaningful prioritised programmes of work, avoidance of duplication of effort (for members, officers and partners) and conflicting or inconsistent outcomes.
 - prioritised work programmes that focus on the issues most likely to bring forward useful outcomes, whilst allowing some flexibility for the unknowns/urgent issues that may arise in-year.
 - greater use of task and finish groups and select committee modes, and more external focus.

Appendices

Appendix A – Centre for Public Scrutiny Interim Report

Appendix B – Member Survey

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Warwickshire Improving Scrutiny project – interim report March 2012



Introduction

CfPS were commissioned by the Overview and Scrutiny Management Board to carry out a project to help improve scrutiny in Warwickshire and provide some recommendations for changes in practice and approach as well as some practical support around raising awareness of new developments, skills and issues, including developing the work programme for next year. This is our interim report, designed to inform the wider governance review being carried out for reporting to the May AGM of the council. A final report will be provided incorporating comments and feedback on this one as well as final recommendations based on the work programming session to be held in April/May.

Approach

Our approach has included the following elements:

- Meetings with scrutiny committee chairs, scrutiny officers, the leader and cabinet and the chief executive
- Observation of a scrutiny committee in action
- Facilitating a member workshop on 14 March
- (Still to come) facilitating a session on scrutiny work programming.

The detailed objectives for the session on the 14 March were:

- To provide initial feedback and facilitate discussion on strengths and weaknesses of O&S in Warwickshire
- To provide an update on recent and planned legislation (Localism Act, Police and Social Responsibility Act, Health & Social Care Bill) and implications for scrutiny
- To provide an update on latest good practice, identify key skills required by O&S members in Warwickshire and start to identify the key issues for scrutiny to investigate in 2012-13

Findings

In this section we highlight the views reported by participants in the discussions and workshop session and summarise our conclusions based on these and other observations.

Strengths

- Spokespersons meetings whilst not held regularly across all policy or committee areas were seen as useful
- Task and Finish groups (as opposed to whole Committee activity) felt to have achieved most change and been valued eg PRUs, Rugby WRRd, LAC
- External scrutiny particularly of the Health Service eg CAMHS, and HS2 – this was acknowledged as valuable across the board including by cabinet.
- Joint scrutiny has also worked well via OSB eg flooding in Bedworth which involved DC members as well as County
- Involving external witnesses acknowledged to have added great value when used – eg parents, carers etc
- Dedicated officer resource was highly valued

-
- It is seen as the key way for backbenchers and DC/BC members to get involved and have the opportunity to ask the key questions and influence decisions – when it is carried out at the right time in the decision/policy-making process ie early enough.

Weaknesses

- Not valued by cabinet or senior officers – scrutiny members have a clear wish across parties to make a more valued (and valuable) contribution that is of benefit to the people of Warwickshire
- Some members were felt to self-censor and not challenge enough, while others were felt to use scrutiny only as a stick with which to beat the administration and seek to unpick decisions
- Scrutiny is used primarily as an information-sharing and gathering tool, rather than a mechanism to provide challenge and review. There are too many reports ‘for information’, a lack of clear recommendations arising from scrutiny meetings and reviews and insufficient follow-up of outcomes (linked to the lack of clear recommendations)
- The public are not involved enough
- Involvement of Assistant Cabinet Members is perceived as blurring clear accountability lines and the independence of scrutiny
- Scrutiny does not always look at issues at the right point in the process and often not early enough to have an impact – it receives copies of cabinet report ‘on their way’ to cabinet for decision when the opportunity to shape or change policy is limited
- There was a feeling that scrutiny took place too much in the ‘Shire Hall bunker’ and needed to get out more
- Insufficient use and coordination of T&F Groups, with some committees not carrying out any in-depth reviews but operating solely as a whole committee
- Lack of clarity between the twin roles of ‘overview’ and ‘scrutiny’
- Lengthy agendas that don’t give time for in-depth investigation and follow-up of issues – some of this is outwith scrutiny’s control eg the heavy burden of work that comes through for health scrutiny from the NHS.
- Not enough pre-budget scrutiny

Opportunities

- There are opportunities to use the new Community Forums to carry out some local scrutiny of services and share information about issues that are of interest to members in their patch
- The HOSC is considering a ‘layered’ scrutiny approach (See diagram at **Appendix 1**) which supports the above and has applied to be one of the DH/CfPS health reforms development areas, which may help tackle the workload
- Better planning, use of briefing notes instead of reports to committee
- More structured and coordinated use of T&F groups – could review an earlier proposal to develop a more ‘commissioning’ approach to scrutiny
- Spokespersons meetings could be better used to share information, with more clarity about roles
- Portfolio-holders meetings which some cabinet members hold could be used more comprehensively as a way of sharing information and enabling members to ask one-off questions and seek clarification
- Engage earlier in policy process and move from micro to macro-scrutiny ie focused on the

-
- key strategic issues that really matter to Warwickshire
 - More 'scrutiny' activity out of Shire Hall – in local forums, more use of visits, external witnesses and experts to improve / expand quality and nature of information available to scrutiny
 - Common desire to improve scrutiny and create more value from its work provides opportunity to improve relationships and move forward

Threats

- Members could disengage and become demoralised – meaning Warwickshire County Council is not using all the resources and skills at its disposal across all the political groups
- Council's reputation suffers if public meetings of scrutiny are seen to be ineffective and also if opportunities to improve services are missed
- If scrutiny is not fit for purpose at present, it will miss out on opportunities to influence the council's future direction (eg becoming a Commissioning Council)
- A silo mentality could develop between administration and opposition, officers and members and between different service areas
- Warwickshire could become an officer-led council

Conclusions and recommendations

In summary we would suggest that the key strengths that Warwickshire could focus on to improve its current overview and scrutiny function are:

- Develop the task and finish group approach
- Develop acknowledged strengths in external and joint scrutiny, particularly to tackle strategic issues, to build confidence in the contribution that scrutiny can make
- More external focus, including getting out of Shire Hall and making more use of external witnesses to support member challenge

To meet all members' wish for scrutiny to play a more valued and valuable role, we feel that the key areas for development are:

- Develop other ways to keep all members informed of key developments, such as the existing channels of spokespersons' briefings and portfolio-holders' meetings, which are not consistently used across all areas
- Develop a clear work programme for scrutiny so that members' time and officer resources are used effectively, with an appropriate mix of challenge to cabinet members and officers and in-depth, forward-looking policy review. **Appendix 2** provides a diagram of the different kinds of scrutiny that can take place throughout the decision-making cycle that a council broadly follows. The work programming session planned as part of this project could help start this process off and should involve all members, chief officers and partners in a discussion about priorities for 2012-13.
- OSB's role as a coordinating body for the scrutiny work programme must be accepted and reinforced by all chairs of committees and T&F Groups to ensure coordination and discipline about what scrutiny is doing
- Committee agendas should be more flexible and generally shorter. There might be different sorts of meeting, or different parts to each meeting to provide greater clarity, for example: Cabinet members questioning sessions; business meetings / updates on T&F

Group progress; single topic agendas where the whole committee is carrying out a review and hearing from a series of witnesses on the topic under review; private committee only sessions before public meetings to plan lines of inquiry and questioning in advance

- The position of Assistant Cabinet Members should be reviewed. As they are not formally members of the executive there is nothing legally barring them from taking part in scrutiny, but to avoid the perception of these members being involved in scrutinising decisions that they were at least party to if not formally responsible for, we think it would be sensible if they did not sit on scrutiny committees covering the same area for which they are Assistant Cabinet Member.

There are some new areas for consideration which could provide opportunities for scrutiny in Warwickshire to develop and grow in exciting ways to be at the forefront of the new local government landscape:

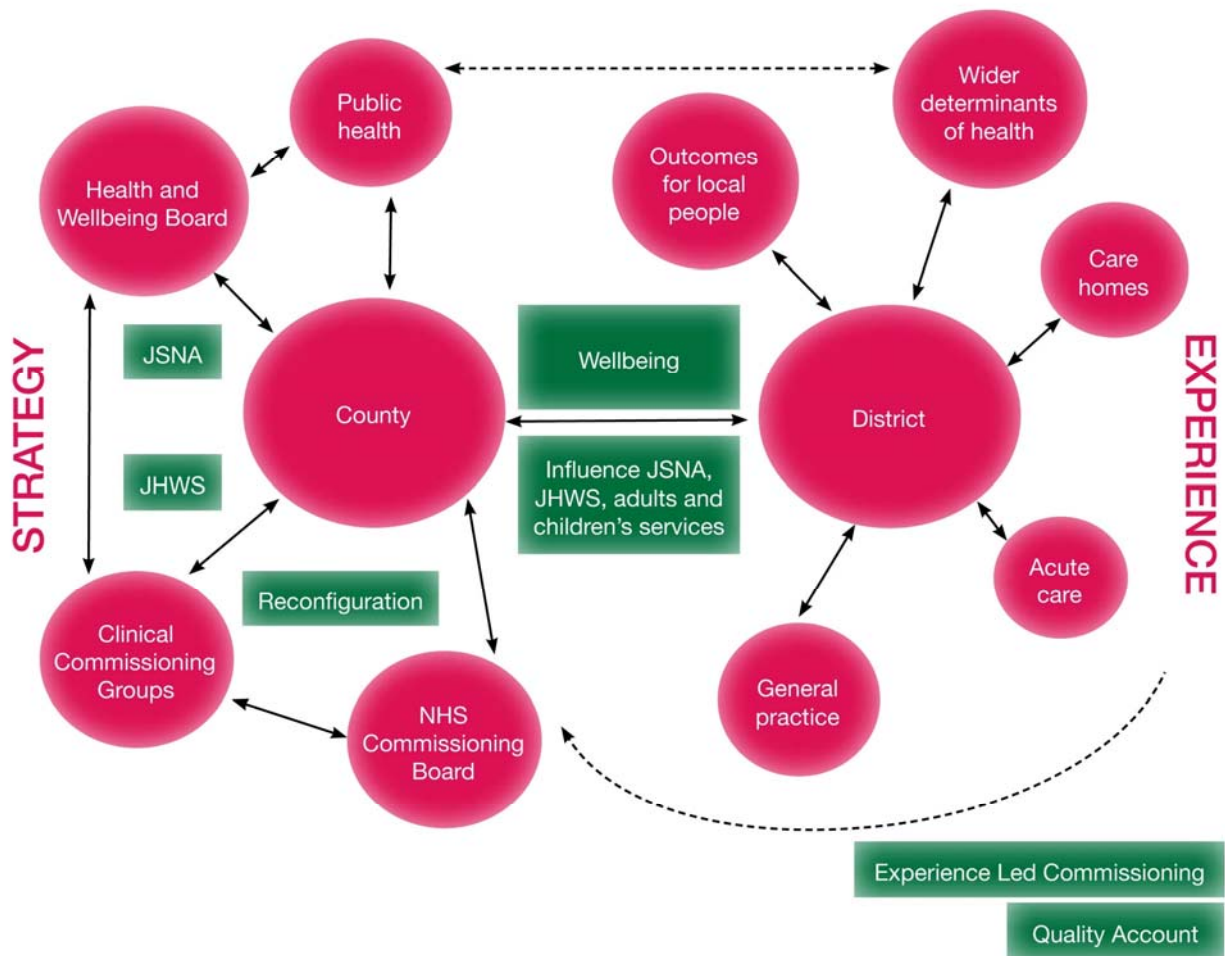
- Develop the 'layered' scrutiny model set out in **Appendix 1** which, if expanded from its initial health scrutiny perspective to incorporate the new Community Forums, could offer a way for members to develop a distinction between macro (county-wide, strategic, major policy issues, 'big picture' outcomes for Warwickshire) and micro (issues specific to one locality, more focused on public experience and service quality, including across all public services) scrutiny
- Develop the task and finish group approach more fully into a commissioning model for scrutiny. This would require a much stronger coordinating role from OSB than it currently plays and a willingness from all members to live with the greater flexibility and uncertainty that this model provides. A half-way house would be to retain one corporate performance scrutiny committee (and also the health scrutiny committee given the volume of work in health) as well as the coordinating body and commission T&F reviews across all other areas. This could be combined with the 'layered' scrutiny model above to provide even greater focus to scrutiny members' work. **Appendix 3** illustrates a possible approach incorporating these recommendations for Warwickshire to consider, but should only be treated as a 'starter for 10' as it is important that the final approach to scrutiny is owned and taken forward by Warwickshire members.

This report will be finalised and updated following the work programming session and consultation with members and officers in Warwickshire. Our thanks go to all members and officers who have contributed their views and experiences frankly and openly and have demonstrated that there is a clear common wish to move overview and scrutiny in Warwickshire forward for the benefit of the council and the community it serves.

CfPS
March 2012

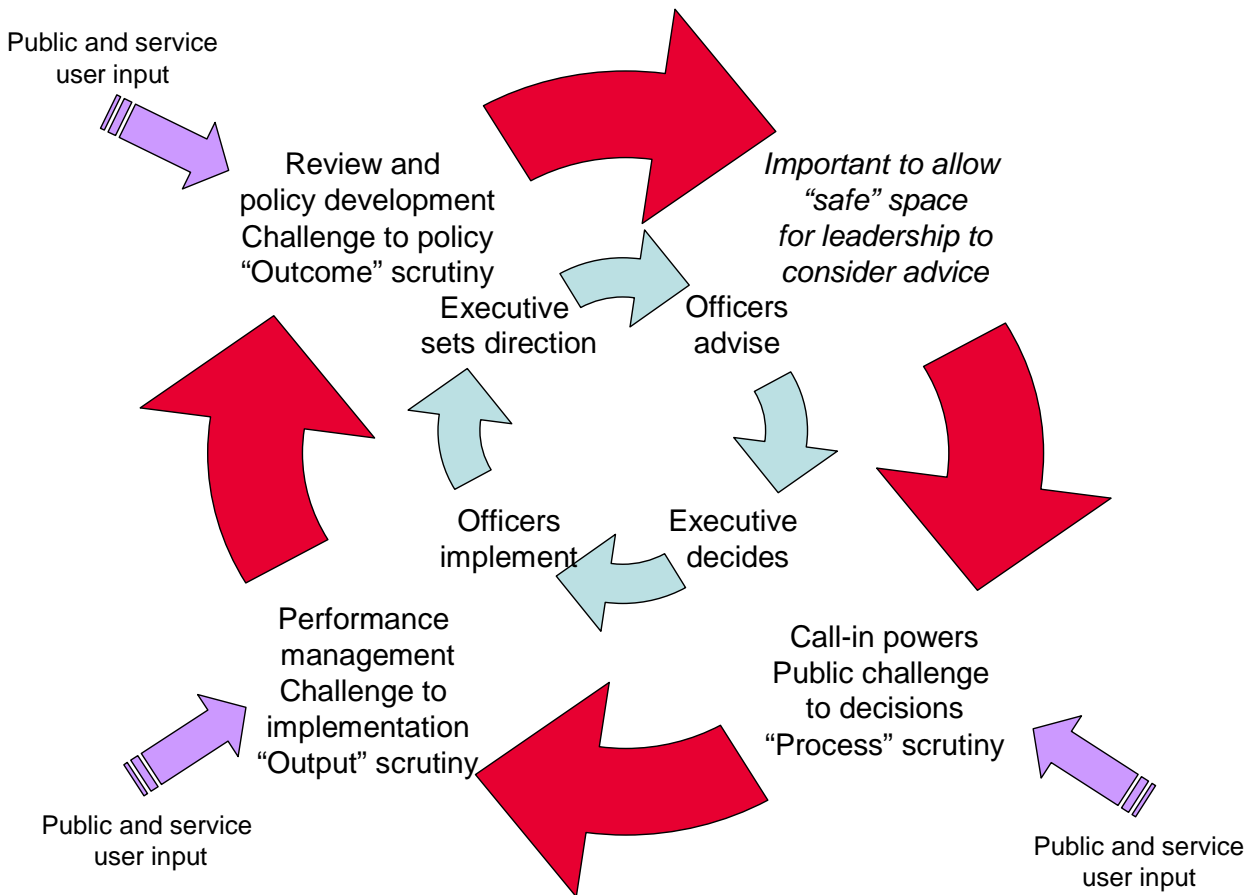
Appendix 1

The diagram below shows CfPS's 'layered' scrutiny model for health scrutiny with different but complementary roles for county councils and district / borough councils. This approach could be adapted for other topics subject to scrutiny at both strategic / macro and local / micro levels, including developing 'hyper-local' scrutiny at Community Forum level.



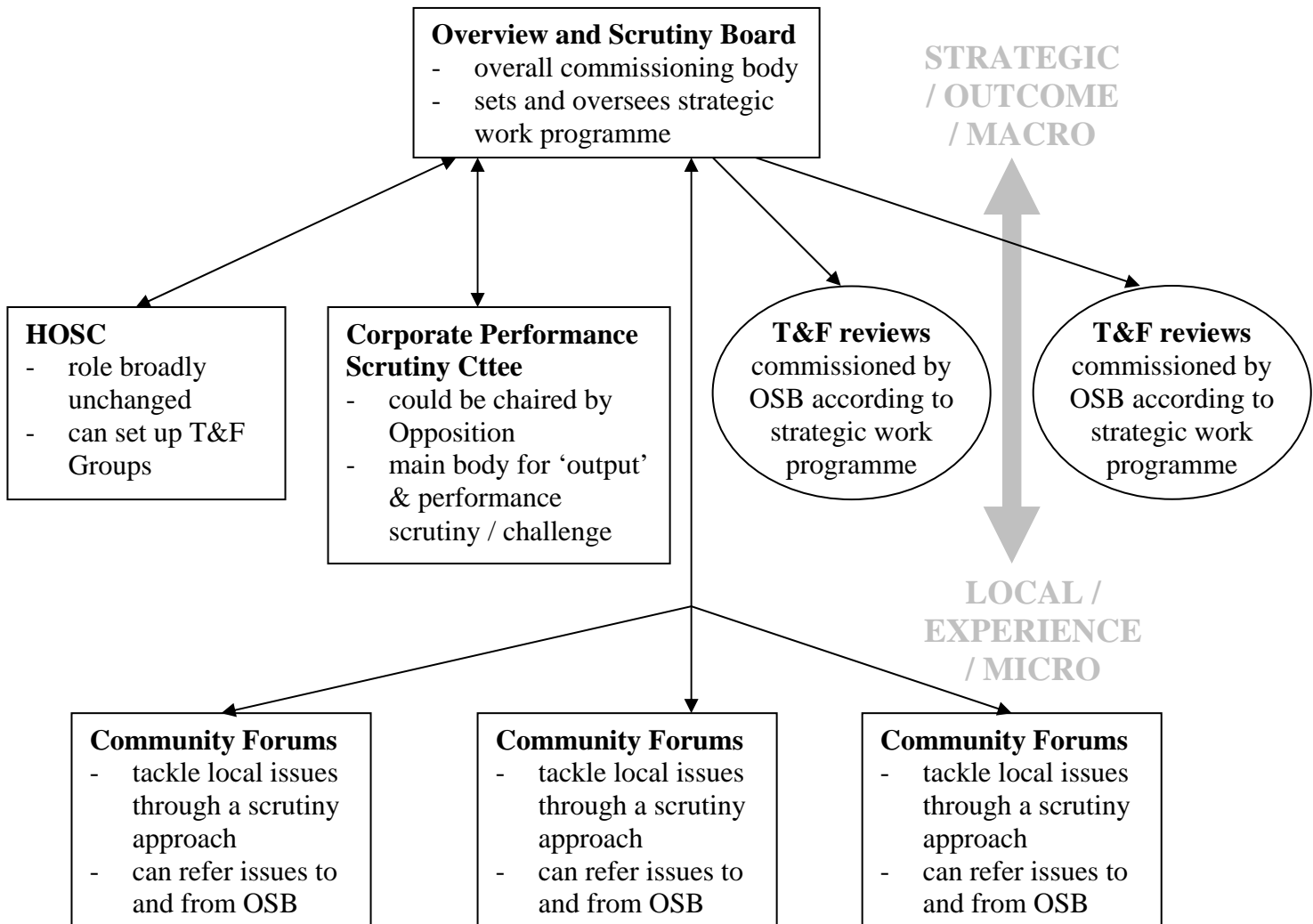
Appendix 2

CfPS's decision-making cycle shows the importance of understanding the different roles scrutiny can play at different points in the decision-making cycle and of being clear about what scrutiny is seeking to achieve at these different points. A fundamental challenge to policy direction, for example, is unlikely to have impact if made at or just before the point at which the executive is making its decision. If based on learning from implementation of previous decisions and focused on outcomes and policy development and fed in while the executive is still considering the direction and advice from a range of sources, scrutiny's views are more likely to have an influence and be welcomed.



Appendix 3

This diagram sets out a possible approach to overview and scrutiny in Warwickshire for discussion and debate. Rectangles indicate permanent bodies, ovals are temporary, commissioned to carry out particular reviews and then disbanded. Chairs of such T&F Groups could attract an allowance, depending on the scope of the review, as they could require considerable time and input to steer and lead. The text in grey indicates the focus and remit of the different types of scrutiny at the different layers, although there should be no hard and fast distinction and the two should inform each other. Partners, including Districts and Boroughs, can and should be included in all layers and work where relevant.



Overview and Scrutiny Board – 30 May 2012 Item 4 - Appendix B

Overview and Scrutiny Member Survey – May 2012

1.0 Purpose

- 1.1 As part of Democratic Service's objective to improve the Overview and Scrutiny function, a Member Survey was designed to capture members' views and experiences regarding the effectiveness of the function at Warwickshire County Council. It was anticipated that the data would offer a valuable insight into the perception of scrutiny, and ascertain members' views regarding best practice examples, areas for improvement and key components of the existing arrangements that either help or hinder their role.
- 1.2 It is essential that Democratic Services delivers an enhanced scrutiny function by building on recent scrutiny achievements and having a clear, member-led vision about where scrutiny needs to be as the organisation continues to transform. It is also important that the service provides members with the necessary information and key skills to enable them to effectively carry out their role.
- 1.3 Further details regarding the rationale behind each question is detailed in the main body of the report.

2.0 Methodology

2.1 Data collection methods

- 2.1.1 All 46 members who currently sit on Overview and Scrutiny Committees (including District / Borough representatives) were asked to complete an online questionnaire via Survey Monkey. The design of the questionnaire was essential and needed to be relatively concise and uncomplicated to reduce the risk of respondent confusion or fatigue. The design was also of an analytical and relational format to specifically identify connections between particular variables, with questions structured to extract data relating to the following areas: *Experience; Perception of Scrutiny; Scrutiny in Practice; The Influence of Scrutiny; Scrutiny Member Engagement; Scrutiny and the Public; Support for Members; and Training.*
- 2.1.2 Members were initially provided two weeks to complete the questionnaire; however, due to an initial poor response, the survey completion date was extended by a further three weeks until 15th April 2012. All members were contacted by email, with included a link to the online survey. The importance of the survey was stressed to members. Following this, all non-respondents were contacted by telephone in the week commencing 15th April 2012 to encourage further responses.

2.2 Data analysis methods

- 2.2.1 In respect of the quantitative data analysis (Questions 2-3 and 6-9), each question within the self-administered questionnaire was classified as a

variable, against which a code was determined for each answer given. The results were collated using a Microsoft Excel spreadsheet to cross-reference and compare variables, in order to identify a framework of themes.

- 2.2.2 With regard to the analysis of the qualitative data analysis (Questions 4-5 and 10 and the 'reasons for answer' for Questions 2-3 and 6 -9) a simple method of identifying key similarities between statements was used, in order to determine thematic messages. Key words within the data were highlighted to identify any repetition of concepts, which were subsequently analysed to identify themes.

3.0 Participation

- 3.1 The survey achieved a response rate of 58.7 per cent. Standard research practice stipulates that a response rate of 50-60 per cent is the minimum requirement for the results to be considered as representative of the sample group. As the Member Survey has achieved this requirement, the data should be regarded as a useful insight into members' perception of scrutiny, from which useful conclusions and recommendations can be drawn.

4.0 Analysis of Responses

- 4.1 This section provides a summary of the responses provided for each question, using headline data to identify key trends and themes, with a number of recommendations to suggest how the data might be used to inform decisions about improvements to scrutiny practices and support. The full data set is provided at Appendix A.

4.2 Question 1 – Name

- 4.2.1 It was not necessary to provide a name, as it was considered favourable to give members the opportunity to complete the survey anonymously, thereby encouraging more honest replies. All members were notified in advance that published responses would be anonymised.

4.3 Question 2 – Experience

- 4.3.1 The purpose of this question was to a) map the level of experience of the respondents and b) establish any correlation between number of years experience as an Elected Member and/or experience as a Cabinet member with an overall perception of scrutiny. Trends in the data can provide an insight into where scrutiny training and/or promotion should be targeted. For example, if the data suggests that the most experienced participants have the poorest view of scrutiny (as recorded at Question 3), Democratic Services will tailor training for those respondents to understand their experiences and try to engage them more in scrutiny.

4.3.2 In summary:

- As anticipated, there was a mixed range of experience. The majority of respondents (46.2%) had 1-5 years experience.

- 54.2 per cent had 1-5 years experience as a member of an Overview and Scrutiny Committee.
- 73.4 per cent of respondents had no prior experience as a Cabinet Member.
- There was no strong correlation between the level of experience and the perception of scrutiny.

4.4 Question 3 – Perception of Scrutiny

4.4.1 Members were asked to consider each of the Centre for Public Scrutiny's four key principles of effective scrutiny and rate the extent which they felt the principles were currently being achieved by Warwickshire County Council. The scoring scale was: *Strongly Agree; Agree; Slightly Agree; Slightly Disagree; Disagree; Strongly Disagree; and Unsure / Don't Know*. The question was designed to capture both quantitative and qualitative data by using the scoring scale and then requesting reasons for scores, to gain a further insight.

4.4.2 The purpose of this question was to identify respondents' perception regarding the reality of scrutiny in WCC against the four key theoretical principles of effective scrutiny, as promoted by the Centre for Public Scrutiny. The data will identify the perceived strengths and weaknesses of scrutiny, to determine areas where improvement work and support should be focused.

4.4.3 In summary (quantitative data):

- There was a mixed response in terms of perception across each of the four principles, with responses in each of the scoring levels, apart from *'strongly disagree'*.
- The overall response to the question demonstrates a lean towards 'positive' responses (63.8% *'strongly agree'*, *'agree'* or *'slightly agree'*) than 'negative' responses and all four statements had more positive responses than negative.
- The statements which had the strongest incline towards positive results were: Scrutiny "*provides critical friend challenge to executives as well as external authorities and agencies*" (41.7% *'agree'*) and Scrutiny "*makes an impact on the delivery of public services*" (31.9% *'agree'*).
- The statement which generated the most negative result was: Scrutiny members "*take the lead and own the scrutiny process on behalf of members of the public*" (29.2% *'disagree'*). There are two components to this statement that should be assessed: "*take the lead and own the scrutiny process*" and "*members of the public*". Is it the 'leading and owning' part which respondents feel is failing, or members' role as representing the public? The survey was designed to probe these issues further, so there are specific questions regarding influence (Question 6) and public engagement (Question 8) which should achieve a more useful insight into these key areas of activity.

4.4.4 In summary (qualitative data):

- There is strong repetition in the data regarding the role of scrutiny and how it is perceived by Cabinet. Almost half (47%) of the responses refer to Cabinet or 'the ruling group' as either a negative influence on

scrutiny or a key factor that undervalues the role of scrutiny. *“The Executive don’t seem to regard scrutiny as necessary, let alone a useful, adjunct to their role. It is therefore weak in terms of involvement with and impact on the decision-making process.”*

- There was repetition regarding the progression of recommendations that emerge from the work achieved by scrutiny: *“Scrutiny looks closely at various topics, but recommendations agreed at the time of the report are very slow to be introduced and issues are not reported back to the Committee.”* And *“My experience is that Scrutiny recommendations are overlooked.”*

4.4.5 Democratic Services has recently introduced a procedure to ensure that recommendations are tracked via a Scrutiny Action Plan, to ensure members are regularly updated with regard to progress; however, support at an operational level can only achieve limited results and the data suggests that there is a gap in the recognition of the importance scrutiny outcomes and recommendations within the organisation. This resonates with the previous issue raised above regarding the perceived view of Cabinet in terms of the scrutiny role, indicating that the issues relating to the Cabinet’s perception of scrutiny and the gravity of scrutiny recommendations in the wider decision-making processes are interlinked. There is indeed a role for scrutiny to promote and evidence its value more effectively, and equally there is a role for Cabinet to acknowledge and support the advantages scrutiny can add to the organisation.

4.4.6 Recommendations:

- 1) That further development work focus on the two ‘weaker’ areas which relate to the relationship between scrutiny and the public. The data indicates that members would benefit from increased support focusing on their community advocate roles, in order to align scrutiny closer to public concerns and needs.
- 2) That improvement to the Cabinet – Scrutiny relationship is regarded as a high priority, with clarity around the role of scrutiny, wider promotion of the positive work that scrutiny has achieved and a clear vision regarding the advantages it can bring to the Council, which is acknowledged and supported by Cabinet.

4.5 Question 4 – Scrutiny in Practice (Positive)

4.5.1 This question is purely qualitative and was designed to attain insight into respondents’ experiences of scrutiny operating at its most effective. An awareness and understanding of these areas will enable Democratic Services to develop and promote them as positive examples as part of wider member engagement and as evidence of best practice.

4.5.2 In an attempt to achieve a balanced view, the question specifically asked members to consider scrutiny over the past year, with a view to considering a range of activity rather than focusing on just one example.

4.5.3 Participants were asked: *Using examples where possible, please explain which aspects of scrutiny you feel have worked well over the past year.*

4.5.4 In summary:

- A total 50 per cent of respondents referred to positive scrutiny work being undertaken via Task and Finish Groups.
- Other examples of best practice specifically referred to single item scrutiny issues, such as the Library Service, PRUs, Sixth Form provision – many of which were undertaken via Task and Finish group reviews, or Select-Committee style meetings.

4.5.5 The examples demonstrate that scrutiny is perceived to be at its most effective when focused on single item issues and has dedicated time and resources to investigate that one item (i.e. via a Task and Finish Group), rather than as one of many items on a Overview and Scrutiny Committee agenda. In addition, scrutiny reviews provide members with a more ‘hands-on’ role by offering them dedicated time, support and resources to get to grips with an issue, ask investigative questions, undertake the necessary research and identify potential recommendations for improvement or solutions. Scrutiny reviews also have a positive success rate, with the majority of recommendations approved by Cabinet (81% in 2011/12).

4.5.6 Recommendations:

- 1) That the positive work achieved via scrutiny reviews is widely promoted to act as a valuable reminder of the beneficial work that scrutiny does achieve, particularly in the Overview and Scrutiny Annual Report.
- 2) That members are encouraged to use Task and Finish Groups more frequently to conduct both short- and long-term scrutiny reviews of single issue topics (resources permitting).
- 3) That all non-Cabinet members are encouraged to participate in Task and Finish Groups, to ensure that a wide range of members are involved. In 2011/12, just over half (55.8%) of all non-Cabinet members participated in Task and Finish Groups.

4.6 Question 5 – Scrutiny in Practice (Negative)

4.6.1 As above with Question 5, this was a qualitative question aimed at identifying examples of poor scrutiny performance, limitations or setbacks. Again, the intention is to develop an awareness of scrutiny practice from a member perspective to enable Democratic Services a greater understanding of the key areas for improvement. In an attempt to achieve a balanced view, the question specifically asked members to consider scrutiny over the past year.

4.6.2 Participants were asked: *Using examples where possible, please explain which aspects of scrutiny you feel have NOT worked well over the past year.*

4.6.3 In summary:

- Unlike the responses provided to Question 4, there was no strong single theme. There was a diverse range of issues raised, which can be grouped into the following areas:

- issues with scrutiny recommendations – *“The fairly recent Task and Finish Group on financial accountability – its recommendations were simply “noted” until there was some lobbying behind the scenes”;*
- lack of scrutiny member consultation;
- political influence – *“Scrutiny can be used a political football”;*
- lack of independence from the ruling group – *“A real concern is that scrutiny is not allowed independence from the controlling group. Limited officer resource – we simply do not have enough time to consider issues. This is not about taking on too much, but about the very limited number of meetings considering we have so few scrutiny panels and so many Cabinet Members. The critical friend/holding to account role is very hard to achieve across WCC”;*
- difficulties in the management of OSC meetings, including the integration of Adult Social Care and Health; and
- lack of public/partner engagement and time management – *“Length of time spent on issues is disproportionate, i.e. items on the latter part of the agenda may not have sufficient time to address.”*

4.6.4 It is important to note that these issues are not surprising; the issues have been raised previously by members, documented in the Scrutiny Improvement Plan, included in the findings of the recent Centre for Public Scrutiny review or highlighted as other parts of this survey.

There is nothing additional to recommend, as the issues have already been raised in the Centre for Public Scrutiny’s review and Democratic Services’ Review of Governance report as key areas for consideration.

4.7 Question 6 – The Influence of Scrutiny

- 4.7.1 The purpose of this question was to identify the extent of influence that respondents feel they have in respect of the Council’s policy decisions and priorities. Practical examples of this may include the opportunity to voice suggestions which are actively acknowledged, the opportunity to shape the development of policy and/or decisions, and the opportunity to submit recommendations, which are responded to appropriately.
- 4.7.2 The perception of influence is important because, in order to undertake their scrutiny role effectively, members need to feel empowered and a valued part of the organisation. Without that, members can become disengaged, reluctant to participate in scrutiny and fail to effectively get to grips with their role as a community champion. In addition, the influence of scrutiny is important for encouraging participative, informed and transparent decision-making.
- 4.7.3 Participants were asked: *As a scrutiny member, how much influence do you feel you have over the Council’s decisions and priorities?* The scoring scale was: *Significant Influence, Slight Influence, No influence at all;* and *Unsure / Don’t Know*. The question was designed to capture both quantitative and qualitative data by using the scoring scale and then requesting reasons for scores, to gain a further insight.

4.7.4 In summary:

- The majority of respondents (54.5%) felt that they had a '*slight influence*' and 31.8% felt that they had '*no influence at all*'. The remaining responses were '*unsure/don't know*'. It is a significant concern that a third of respondents feel that they have '*no influence at all*' within the organisation for which they are a democratically elected representative.
- Almost 50 per cent of the reasons given referred to the existing decision-making process, with a feeling that scrutiny is not regarded as a useful part of the Council's decision-making and/or consultation process. There is a sense that decisions are progressed to an extent of completion before scrutiny members are notified and therefore there is little scope to influence or change the decision – "*Most of the decisions seem to have already been taken by the Portfolio Holders and Directors.*"
- On respondent stated: "*As a Borough Council rep on the O&S Board, I feel that I am not considered an equal member with the County Councillors.*" It is essential that all members have a sense of ownership of the Board / Committee, with the ability to suggest items and contribute to the debate. The possible reason for this disengagement may be due to topic selection; for example, the Board's agendas are heavily dominated by internal topics, rather than outward-facing and partnership topics (which would engage the district / borough representatives more effectively).

4.7.5 Again, the respondents have indicated an inconsistent sense of commitment from the Council and Cabinet with regard to the role of Overview and Scrutiny. There is clearly a need for consistent and shared understanding of the value of scrutiny within an organisation and clarity on members' roles.

4.7.6 Recommendations:

- 1) Based on the outcome of the responses, and a clear message about what is wanted – "*Would like all Portfolio Holders to keep O&S Members up to speed with their particular area of work*" – there is scope to improve communication between Cabinet and Overview and Scrutiny.
- 2) That possible methods are identified to improve engagement with the District/Borough representatives with a separate survey undertaken with those representatives to gauge their views.

4.8 Question 7 – Scrutiny Member Engagement

4.8.1 The purpose to the question was to identify the extent that respondents feel engaged and/or consulted in the Council's policy development and decision-making process. Practical examples of this may include the consultation of scrutiny members as part of the policy development process, regular communication with members with regard to Council priorities and sharing information at an early stage regarding emerging policies and decisions.

- 4.8.2 It is important to ask this question because *all* members of the Council (Cabinet, Scrutiny and other backbenchers), need to be regularly engaged and informed about the direction that the organisation is moving in, in order to achieve a healthy, transparent and participative Council. In addition, as representatives of their communities, it is important that they understand the Council's vision and their role within that vision.
- 4.8.3 Participants were asked: *As a scrutiny member, to what extent do you feel engaged / consulted in the Council's decision making process and policy development?* The scoring scale was: *Significantly engaged; Slightly engaged; Not engaged at all; and Unsure / Don't Know*. The question was designed to capture both quantitative and qualitative data by using the scoring scale and then requesting reasons for scores, to gain a further insight.
- 4.8.4 In summary:
- The majority of respondents (72.7%) felt that they were '*slightly engaged*'. This was a better response than the previous question, which demonstrates that overall respondents feel that they are engaged more than they have the ability to influence, i.e. they do tend to receive the information and are notified about reports/topics, but do not really have much scope to change the course of the decision. This is reflected in some of the comments raised by respondents in the previous question, as outlined at 4.7.4.
 - An analysis of the variables in Questions 6 and 7 was undertaken to identify if there was any correlation between respondents' perception of influence and engagement. There was a strong correlation between the variables – 32.1 per cent of respondents both had '*slight influence*' and were '*slightly engaged*'.
 - Almost half (45.5%) of the reasons given refer to Cabinet's lack of consistent engagement with Overview and Scrutiny – "*Scrutiny is not sufficiently involved in the development of policy options*".
 - A number of positive reasons refer to the opportunity for members to find out about issues that affect their constituents and the opportunity for co-opted District/Borough members to vote on Health matters.
- 4.8.5 An analysis of the data suggests that at present a level of member engagement and consultation undertaken; however, it is relatively inconsistent and infrequent. A symptom of inconsistent engagement is members' regular requests for reports to Overview and Scrutiny Committees for the purpose of finding out what the Council is doing, rather than for the purpose of scrutiny challenge or review. Frequently, members hear about the development of a new policy, or decision, and subsequently perceive scrutiny as the channel by which to receive that information. This detracts from the true purpose of scrutiny, which is to challenge and monitor, and long meetings are spent considering items 'for information'. Democratic Services has offered support and guidance to the Overview and Scrutiny Committees to try to prevent this from happening, but ultimately until all members are engaged on a more consistent and systematic basis, requests for report 'for information' will continue.

4.8.6 Recommendations:

- 1) That methods be identified to engage more consistently and frequently with all members of the Council, such as the use of Council meetings, as referred to in Democratic Services' Review of Governance report.
- 2) That Cabinet engage more consistently with scrutiny members and share its future programme of decisions to enable scrutiny members to have a greater and timelier awareness of new policies and decisions which they may wish to consider, and engage with members to identify areas where scrutiny can add value.
- 3) That all Portfolio Holders are encouraged to provide regular briefing sessions which are open to all members, which focus on specific topics and decisions.

4.9 Question 8 – Scrutiny and the Public

4.9.1 A key issue that has been identified by Democratic Services is the need for scrutiny to become more 'outward-facing'. Public engagement in scrutiny is an area that many authorities have struggled to achieve positive results, predominantly due to extenuating reasons such as apathy and lack of awareness. The team will continue to attempt to deliver outward-facing scrutiny and arrangements that actively encourage public and partner participation. The purpose of the question was to identify baseline data with regard to the present situation (from a member perspective) and ascertain key areas that the Democratic Services could offer increased support to members, to improve public engagement.

4.9.2 Participants were asked to rate their level of agreement with the following statement: "*Scrutiny at Warwickshire effectively listens to and represents the views and concerns of the local community.*" The scoring scale was: *Strongly Agree; Agree; Slightly Agree; Slightly Disagree; Disagree; Strongly Disagree; and Unsure / Don't Know*. The question was designed to capture both quantitative and qualitative data by using the scoring scale and then requesting reasons for scores, to gain a further insight.

4.9.3 In summary:

- There was a mixed response to the question, with responses in each of the seven scales. A total 50 per cent indicated that they '*slightly agree*' with the statement.
- The overall response to the question demonstrates a lean towards 'positive' responses (68.9% '*strongly agree*', '*agree*' or '*slightly agree*') than 'negative' responses; however, despite this the majority of reasons given referred to what scrutiny fails to do at present in respect of public engagement.
- With regard to the reasons stated, there was no strong single theme. There was a diverse range of issues raised, which can be grouped into the following areas:

- inconsistent engagement and anecdotal evidence – “*I’m not aware of systematic consultation with representative sample of the public*”;
- Community Forums not being used properly – “*Local meetings are so poorly attended that views expressed cannot be regarded as representing the local community. Locality meetings are dominated by issues and representatives of neighbouring division*”; and
- lack of meetings based within the community – “*Less time at Shire Hall and more meetings at local level*”.

4.9.4 These issues were identified previously by Democratic Services and work has already commenced to deliver a more consistent approach to public engagement. For example, press releases are now issued on a regular basis, and the WorksDemocracy blog and Twitter feed are both regularly updated with topics that are of interest to the public. In addition, the public was invited to submit ideas for the annual work programme event.

4.9.5 Recommendations:

- 1) That Democratic Services continues to support members in improving communication with the public, via the methods as outlined at 4.9.4 and identify other positive methods.
- 2) That members are encouraged to identify issues that arise at local level that may be appropriate for scrutiny and the use of public interest debates at a local level.
- 3) That information which is readily available (i.e. from Warwickshire Observatory and feedback from Community Forums) is used proactively and consistently to highlight issues of local concern to scrutiny members.

4.10 Question 9 – Support to Scrutiny Members

4.10.1 The purpose of the question was to identify the effectiveness of the Democratic Services team in supporting members in their scrutiny roles and whether there are any gaps in the support provided to members. In order to deliver an effective scrutiny function, it is essential that members feel supported and have access to the appropriate advice, guidance and resources. Support from the team would include administrative, legislative / Constitutional advice, guidance on appropriate scrutiny procedures, building networks, acquiring information, research and analysis of information.

4.10.2 Participants were asked: *When in your role as a scrutiny member, to what extent do you feel supported by the Council’s Democratic Services team?* The scoring scale was: *Very Supported; Slightly Supported; Not Supported; and Unsure / Don’t Know*. The question was designed to capture both quantitative and qualitative data by using the scoring scale and then requesting reasons for scores, to gain a further insight.

4.10.3 In summary:

- The majority of respondents (69.6%) felt that they were ‘*very supported*’ and there were no responses for ‘*not supported*’.
- The key areas of support indicated included:
 - timely information;
 - timely, helpful and courteous responses; and
 - staff dedication to member support.
- A couple of areas for improvement included:
 - the need for more face-to-face discussion; and
 - clarity of meetings.

4.10.4 One response provided indicated confusion over the role of Democratic Services (“Unless you are asking about the delivery of paperwork and accommodation, I have no idea”). It would therefore be beneficial for greater clarity regarding the team; in particular the role of Democratic Services Officers, whose support to the Overview and Scrutiny Committees goes beyond just administrative support.

4.10.5 Recommendation:

- 1) That the Democratic Services team effectively promotes and clarifies the supporting role that it offers to members, particularly that of the Democratic Support Officers who have a direct role in supporting and advising the Overview and Scrutiny Committees. This could be done through a simple leaflet or briefing.

4.11 Question 10 – Scrutiny Training, Guidance and Support

4.11.1 The purpose of this question was to identify any key areas that members required training, guidance and/or support, to ensure that Democratic Services continues to provide a bespoke service that is tailored to members’ needs.

4.11.2 Participants were asked: *What specific training, guidance and/or support would enable you to undertake your role as a scrutiny member more effectively?*

4.11.3 In summary:

- As anticipated, there was a diverse range of suggestions, focusing on the following themes:
 - increased support from officers and Portfolio Holders;
 - visits to other local authorities to learn about best practice; and
 - increased guidance and information regarding legislative changes.

4.11.4 A number of the areas identified will be picked up as part of the recommendations arising from other parts of the Member Survey, particularly regarding senior officers and Cabinet.

4.11.5 Recommendation:

- 1) That the suggestions be considered as part of the Member Development Programme.

5.0 Conclusion

5.1 Overall, the Member Survey was a positive exercise as it had a relatively valid response rate and those that did respond offered constructive comments, views and suggestions regarding the existing scrutiny practice within the Council. Both the quantitative and qualitative data findings have supported existing assumptions and considerations regarding scrutiny and therefore reaffirm the findings of the Centre for Public Scrutiny review and the issues raised previously by both the Democratic Services team and Elected Members.

5.2 The issues raised in the Member Survey can be categorised into four key areas:

- 1) The perception of Scrutiny within the organisation;
- 2) The relationship between Scrutiny and Cabinet;
- 3) The engagement of all members; and
- 4) The role of scrutiny representing the views of the public.

5.3 As outlined in the report, the Democratic Services has already undertaken positive work to improve the operational aspect of scrutiny to ensure that processes are consistent, that advice and guidance is appropriate and that support is valuable. However, further work is required to improve the perception of scrutiny is required at the governance level of the authority, and within the culture itself, which are indicated in the recommendations included in the report.

Full Survey Results

Appendix A

| |
|--|
| Q1. Name |
| Members were advised that their responses would be anonymised. |

| Q2. Please indicate the level of your experience | 1-5 years | 6-10 years | 11-20 years | 20+ years | N/A | Response Count |
|--|-------------------|------------|-------------|-----------|-------------------|----------------|
| Number of years as an Elected Member | 46.2% (12) | 19.2% (5) | 23.1% (6) | 11.5% (3) | 0 | 26 |
| Number of years as a member of an Overview and Scrutiny Committee | 54.2% (13) | 33.3% (8) | 8.3% (2) | 0 | 4.2% (1) | 24 |
| Number of previous years as a Cabinet Member (if applicable) | 13.3% (2) | 13.3% (2) | 0 | 0 | 73.4% (11) | 15 |

| Q3. The following statements below are the Centre for Public Scrutiny's four principles of effective scrutiny. Please indicate to what extent you agree, or disagree, that those principles are effectively undertaken at Warwickshire County Council. | Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree | Unsure / Don't Know | Response Count |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|---------------------|----------------|
| Scrutiny "provides critical friend challenge to executives as well as external authorities and agencies". | 12.5% (3) | 41.7% (10) | 16.6% (4) | 4.2% (1) | 25% (6) | 0% (0) | 0% (0) | 24 |
| Scrutiny "reflects the voice and concerns of the public and its communities". | 12.5% (3) | 25% (6) | 20.8% (5) | 16.7% (4) | 25% (6) | 0% (0) | 0% (0) | 24 |
| Scrutiny members "take the lead and own the scrutiny process on behalf of the public". | 8.3% (2) | 25% (6) | 25% (6) | 12.5% (3) | 29.2% (7) | 0% (0) | 0% (0) | 24 |
| Scrutiny "makes an impact on the delivery of public services". | 13.6% (3) | 31.9% (7) | 22.7% (5) | 4.5% (1) | 27.3% (6) | 0% (0) | 0% (0) | 22 |
| Please give reasons for your answers | | | | | | | | 19 |
| <ul style="list-style-type: none"> • This is a pointless box. 1) I slightly agree, it could be more efficient and streamlined it can be tedious and time wasting. 2) That depends on the topic and how many members of the public actually turn up and voice their concerns. How often are members really contacted by the public? In my experience, never. 3) As above, isn't that why we are elected by the public? 4) Depends on the budget really. • The role of overview and scrutiny is not valued, and possibly not understood, by the Executive (cabinet). Consequently, it plays little part in the decision making process. • Scrutiny looks closely at various topics but recommendations agreed at the time of the report are very slow to be introduced and issues are not reported back to the Committee. • Inevitably the political complexion of the membership ensures that the ruling group and Cabinet decisions are not obstructed. • The Executive don't seem to regard scrutiny as a necessary, let alone useful, adjunct to their role. It is therefore weak in terms of involvement with and impact on the decision making process. • O&S looks at issues and rarely challenges. When there is a potential challenge, it is generally overruled by the O&S members from the ruling party. • Some members, particularly opposition members, tend to use the process as a means of delaying policy deliberately. | | | | | | | | |

- If scrutiny is working well it should provide information to the Cabinet - sometimes members of O&S do not feel that they have been consulted in a timely manner.
- This reflects an idealised view. Reality intervenes at a different - patchy – level.
- Members need to exert more of their authority to set agendas.
- I find the sessions politically charged and therefore unproductive.
- I do not believe that the views of a large number of members of the public are represented through Scrutiny for various reasons. As such, the process is not democratic.
- It is imperative that members are held to account for their decisions.
- Scrutiny allows public representation at its meetings, unlike Cabinet who make decisions. My experience is that Scrutiny recommendations are overlooked. There has also been a blurring of the Executive/Scrutiny split as support Portfolio Holders have been sitting on Scrutiny (effectively scrutinising their own performance/ideas).
- We should be operating to make a difference and challenge the decision-making process.
- Not enough public access to scrutiny.
- Not sure it should be about simply 'representing' the public.

Q4. Using examples where possible, please explain which aspects of scrutiny you feel have worked well over the past year.

- Making sure that the business cases of the library service are viable and will work long-term.
- Without a list of completed scrutinies, it is difficult to recall exercises that have been successful or otherwise.
- Task and Finish Group review of Hospital Discharge, Reablement and Prevention
- In matters affecting Mental Health and Social Care, the opportunity to visit locations has been helpful and effective.
- CYPF O&S looked seriously at the future of the PRU including visits and a select committee. Many officer-hours were used and many visitors gave up time to help. The closure of the PRU was not mentioned. The final report which went to cabinet did not mention any possible closure of the PRU. Yet closure was suddenly imposed from above. The influence of O&S on the final decision was negligible. The Portfolio Holder attempted to claim that closure was implicit in the recommendations in the O&S report, but I disagree.
- More in-depth analysis from Task and Finish Groups on their reports back to scrutiny, which works.
- Task and Finish Groups have had their reports taken on board by Cabinet.
- Issues at GEH have shown a useful view on tracking issues and offer continuing valuable insights into action on behalf of service users.
- None.
- Task and Finish Groups.
- Scrutiny does focus the need for Cabinet to make decisions which are acceptable to the public in general from their viewpoint.
- Public involvement and partner involvement, i.e. PRU, Sixth Form provision.
- Involvement of district / boroughs – but this could be extended. Support from officers is well received.
- ASC&H OSC – worked well together, but the two areas should be separate.
- Management of the Task and Finish Groups.
- The in-depth look at the issues at the PRU that was possible when the committee was in 'select' committee mode with relevant 'stakeholders' available for questioning – good example of how scrutiny should be working.

Q5. Using examples where possible, please explain which aspects of scrutiny you feel have NOT worked well over the past year.

- Within and group it is very difficult to scrutinise properly, with budget constraints it isn't easy to scrutinise if we have no option but to reduce it.
- Looking at the Quality Reports from the primary service providers – they did not follow the accepted approach and do not tell the whole picture.
- The fairly recent Task and Finish Group on financial accountability – its recommendations were simply "noted" until there was some lobbying behind the scenes.
- When O&S make recommendations to Cabinet the presumption should be that they will be accepted except in very exceptional circumstances.
- Performance Indicators need to be more legible, need to have a clearer idea on statistics to enable members to make clear decisions.
- Members of O&S sometimes feel that they are consulted or kept informed.
- Just feels like the Committee is not getting to grips, note this report, etc.
- Meals on Wheels – Cabinet seems to ride over any sensible decisions taken.
- I have yet to see any results.
- Without going into details, Scrutiny can be used as a political football.
- Where officers refuse to answer my question on "justifying social workers from Ipswich".
- As previously, stated a real concern is that scrutiny is not allowed independence from the controlling group. Limited officer resource – we simply do not have enough time to consider issues. This is not about taking on too much, but about the very limited number of meetings considering we have so few scrutiny panels and so many Cabinet Members. The critical friend/holding to account role is very hard to achieve across WCC.
- Length of time spent on issues is disproportionate, i.e. items on the latter part of the agenda may not have sufficient time to discuss.
- Public Health – guidance should be from experts for an efficient resource.
- Health – should be separate from the ASC OSC.
- Engagement with the public and external bodies.
- It would be worth re-visiting the combination of the ASC and Health OSC – case for them to be separate due to the level of work required under each one.
- I don't think I can give just one example but I do feel that there is sometimes an ultra defensiveness on the part of the Portfolio Holder, which maybe reflects a particular view of scrutiny within the 'party' system.

| Q6. As a scrutiny member, how much influence do you feel you have over the Council's policy decisions and priorities? | Response Percentage | Response Count |
|---|---------------------|----------------|
| Significant influence | 4.6% | 1 |
| Slight influence | 54.5% | 12 |
| No influence at all | 31.8% | 7 |
| Unsure / Don't Know | 9.1% | 2 |
| Please give reasons for your answer and any ideas you have to increase the influence scrutiny has over Council business. | | 15 |
| <ul style="list-style-type: none"> • Referral is often an afterthought. Officers, and especially senior members of the ruling group, tend to consider it's inclusion an unhelpful delay in reaching conclusions. • I am in opposition and politics features far to heavily. • Most of the decisions seem to have already been taken by the Portfolio Holder and Directors. • As before, the political complexion of the membership ensures that no embarrassment is caused to the administration. I may be wrong, but I cannot recall any occasion when policy has been changed or modified as a direct result of an O&S review. • I feel that more in-depth scrutiny of issues needs to happen to have an effective outcome on issues presented to scrutiny. Also, items presented late, leaving little time to do justice. • Would like all Portfolio Holders to keep O&S members up to speed with their particular area of work. • As a Borough Council rep on the O&S Board, I feel that I am not considered an equal member with the County Councillors. • Concerns are raised by both the public and Members and do not appear to be considered fully by Cabinet. Cabinet decision-making is unclear as to why a particular decision is taken. This makes feedback to the public very difficult. • Working together to achieve improvements for Warwickshire residents. • Scrutiny is not sufficiently involved in the development of policy options. | | |

| Q7. As a scrutiny member, to what extent do you feel engaged / consulted in the Council's decision making process and policy development? | Response Percentage | Response Count |
|--|---------------------|----------------|
| Significantly engaged | 13.6% | 3 |
| Slightly engaged | 72.7% | 16 |
| Not engaged at all | 13.6% | 3 |
| Unsure / Don't Know | 0% | 0 |
| Please give reasons for your answer and any ideas you have to increase the engagement scrutiny has with Council business. | | 11 |
| <ul style="list-style-type: none"> • In how many cases of major policy making is there an audit trail back to a scrutiny report? • I have the chance to voice my concerns at sub-meetings and at group. • I feel that scrutiny is there for the Portfolio Holders benefit and backbenchers are kept in the dark over issues • I am able to vote on Health issues. • Better communications with the general public. There is too much reliance on IT for those communications especially by WCC the website. • YES in all matters, as most decisions taken by the County affect my constituents. • Better support required to Scrutiny, but mindful of budget requirements. If we want it to work we need to invest in it. Clear feedback from Cabinet to scrutiny required as to why recommendations from scrutiny are agreed or not. • Realistic limitations to allot time to each process. • Influence before Cabinet is used effectively. • Scrutiny is not sufficiently involved in the development of policy options. • Sometimes you can sow seeds about priorities-as in the emphasis put on LSU's re the replacement of the PRU. I don't think there can be a significant increase in influence until there is more openness and less suspicion on the part of power holders. | | |

| Q8. Scrutiny at Warwickshire effectively listens to and represents the views and concerns of the local community. | Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree | Unsure / Don't Know | Response Count |
|--|----------------|-----------|----------------|-------------------|----------|-------------------|---------------------|----------------|
| To what extent to do agree with the above statement? | 4.5% (1) | 13.7% (3) | 50% (11) | 13.7% (3) | 9.1% (2) | 4.5% (1) | 4.5% (1) | 22 |
| Please give reasons for your answer and any ideas you may have as to how scrutiny can improve engagement with the local community. | | | | | | | | 15 |
| <ul style="list-style-type: none"> • What inclusion there is of the public's views is very much ad hoc and anecdotal from individual members. I'm not aware of systematic consultation with representative sample of public. (To be fair that is often difficult and depends what you mean by "representative"). • Politics comes in too heavily at scrutiny. • Issues are not always talked about at Community Forums and consultations are not widely publicised. • Local meetings are so poorly attended that views expressed cannot be regarded as representing the local community. Locality meetings are dominated by issues and representatives of neighbouring division. • With possibly one or two exceptions, scrutiny does not consult or engage with the public. Some members may bring issues or views from their division or local Forum, but there is no consistent or established means of getting the overall view of wider public. • More members of the public directly affected by potential decisions could be invited to speak to O&S. • Councillors should have input into matters in their division and the wider scene. • The agendas I have been involved with carries items of abiding concern in my community. • Less time at Shire Hall and more meetings at local levels. • As already mentioned in a section above, it is difficult to get the views of local communities with great statistical significance partly through the relatively poor communication to the general public and their general lack of involvement for various reasons. • No good without decision-maker buy in. • Only direct input for health is through LINKs. • Scrutiny protects the public and needs to be given more time. • Scrutiny needs to engage with the public about areas it should look at, to get the public more involved. Need better communication with town and parish councils regarding issues for scrutiny. • As I have indicated earlier, there needs to be an increase in select Committee type approaches to draw on evidence and expertise from outside the Council. | | | | | | | | |

| Q9. While in your role as a scrutiny member, to what extent do you feel supported by the Council's Democratic Services team? | Response Percentage | Response Count |
|---|---------------------|----------------|
| Very supported | | |
| Slightly supported | | |
| Not supported | | |
| Unsure / Don't Know | | |
| Please give reasons for your answer | | |
| <ul style="list-style-type: none"> • Timely reports / information. Ready response to comments and enquiries. • Services do support scrutiny Committees but there is always too many briefing notes and not enough face to face discussion. • Unless you are asking about the delivery of paper work and accommodation, I have no idea. • Timely and effective response to all requests and queries. • I have felt not supported and that officers are pushing policy for their benefit. • Officers do their very best to keep me informed of extra meetings but sometimes not sure whether I am expected to attend. • I have helpful and courteous responses and have seen my queries appear on tasks for witnesses • Considering the changes made, they do an excellent job. • In my limited experience so far, the involvement of the CDS team is excellent. • Do receive a briefing note prior to meetings. However presentations are often over long and limit time for scrutiny. • Always available for every question. • Staff are dedicated to members and give support to perform role. • That's not a problem – I have only praise for the officers involved. | | |

Q10. What specific training, guidance and/or support would enable you to undertake your role as a scrutiny member more effectively?

- Possibly a better steer from (or co-ordinated by) officers and the policies and issues that need or would benefit from O&S.
- Attention to an improved sound system to accommodate the needs of older members and particularly those with hearing problems.
- Visit to (or from) authorities where good practice is in place and regular use.
- More support from officers and Portfolio Holders.
- Many Bills going through Central Government at the moment - such as Planning, Localism, Health and I would like to be kept up to date. We must have more involvement with District Councils.
- What are you offering?
- Training is usually a talking shop for councillors to self-promote.
- In the new area in which I am involved, I am happy that I can fill any knowledge gaps without formal training at this stage.
- I have already attended University Courses.
- Perhaps an annual scrutiny member meeting that brainstorms where scrutiny can add value as a whole and an end of year meeting that reviews whether these objectives have been met. I think the O&S Board is remote from many members.
- I undertake all training – very important to help understand my role. There would be a problem with re-training if replacements on OSCs.
- Members need more information on what is going on within the Council, i.e. policy options and strategic directions, to enable members' involvement at an earlier stage.
- Outside courses that look in some detail at specific issues e.g. the Looked After Children one that I recently attended.

**Overview and Scrutiny Board
30th May 2012**

**Transformation through Strategic Commissioning
Update Report**

Recommendation

- 1) That the Overview and Scrutiny Board note the update report, asking questions in relation to its content and making recommendations, as considered appropriate.
- 2) That the Overview and Scrutiny Board note the progress against each of the three recommendations that members previously agreed, as outlined at 3.1.

1.0 Update

- 1.1 At its meeting on 20th December 2011, the Overview and Scrutiny Board agreed that a verbal report would be presented to each Board meeting, to provide members with an overall progress update on the programme, together with an update on ongoing service reviews.
- 1.2 Phil Evans, Head of Service Improvement and Change, will be in attendance at the meeting to provide a verbal update to the Board. This will allow for the most up-to-date information to be shared with members during a period of high activity.

2.0 Previous recommendations raised by the Overview and Scrutiny Board

- 2.1 At its meeting on 5th April 2012, the Overview and Scrutiny Board agreed to the following recommendations, which focused on improved information sharing and communication with members during the delivery of the programme.

Recommendation 1

Request that future scoping documents clearly outline the role of the Portfolio Holders in the service review process.

Recommendation 2

Request that other documents, such as the initial options appraisal, also include comments of the Portfolio Holder to clearly demonstrate that they had been involved at decision making stages.

Recommendation 3

Request that direct communication be improved with Elected Members with regard to overall progress of the programme and decisions taken at key stages of the service reviews.

2.2 Phil Evans will be in attendance at the meeting to advise members on the implementation of the recommendations.

| | 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 |
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| Portfolio Holder | Councillor David Wright | cllwright@warwickshire.gov.uk |

Overview and Scrutiny Board 30th May 2012

Warwickshire County Council's approach to Performance Management Reporting

Recommendations

- 1) That the Overview and Scrutiny Board note and comment upon the report which provides the Board with the results of consideration as how best to improve performance management reporting to Members.
- 2) That the Overview and Scrutiny Board approve the formation of a Performance Working Group as described in Section 3.

1.0 Background and Introduction

- 1.1 Over the past 12 months the reporting of performance information to Members has evolved to present a more integrated picture of organisational health – bringing together performance information alongside financial information. At year end this will also include key risk information. This has enabled Members to receive a more rounded set of information about the organisation so as to better inform their decision making and scrutiny role.
- 1.2 At present, the receipt of performance information by Elected Members includes:
 - Cabinet – quarterly integrated performance, finance and risk information drawing from all performance measures contained within the Corporate Business Plan and 18 Business Unit Plans.
 - Audit and Standards – half yearly reports, containing information as presented to Cabinet. Audit and Standards receive these reports after formal consideration by Cabinet.
 - Overview and Scrutiny – reporting dependent upon the requests of the respective O&S Chairs but generally the same information that is reported to Cabinet is presented to each of the O&S Committees.
 - Overview and Scrutiny – ad-hoc and specialised reporting seeking to responds to specific enquiries/queries.
- 1.3 A key issue for Members has been to ensure that the reporting and wider sharing of performance information to Members was fit for purpose. A key consideration is engagement with Overview and Scrutiny Committees. In October 2011, dialogue with the individual Overview and Scrutiny Chairs requested that the views of each Overview and Scrutiny Committee be sought as to whether the performance management reporting arrangements currently in place were meeting the needs of the respective O&S Committees and its individual members.

- 1.4 This report seeks to present the result of that engagement back to the Overview and Scrutiny Board and to recommend a suggested way forward in relation to reporting performance management information to Overview and Scrutiny.

2.0 Summary of feedback from Overview and Scrutiny Committees

- 2.1 During December 2011 and January 2012, Phil Evans, Head of Service Improvement and Change Management, attended each of the Overview and Scrutiny Committees to engage with Members regarding their thoughts, experiences and expectations of Performance Management reporting. The full notes of these discussions are available within the minutes of individual meetings, in summary the key points were:
- Roles and responsibilities of Members, especially the different roles of Cabinet and Overview and Scrutiny and Audit and Standards, in relation to Performance Management need to be made clear.
 - Clear presentation of information is vital – it needs to be concise and exception based so that Members can focus on the areas in need of improvement.
 - Information needs to be timely if Members are to add real value through effective performance management.
 - As such performance information doesn't always have to come through the traditional channels of quarterly performance reports.
 - Members need to be equipped with the skills and tools to enable them to gain maximum value from the information they receive.

- 2.2 This feedback has been shared with and discussed with the Overview and Scrutiny Chairs and those discussions have helped shape the suggested arrangements set out in Section 3.

3.0 Way Forward

- 3.1 As part of the planned review of the Council's Constitution set out the respective roles and responsibilities of Cabinet, Overview and Scrutiny and Audit and Standards in relation to Performance Management.
- 3.2 It should be noted that pending that review, the Overview and Scrutiny Chairs agreed a principle in relation to target setting whereby Overview and Scrutiny Committees did not seek to set or influence the setting of performance targets within the Corporate Business Plan for 2012/13 which were agreed by Cabinet. This it was felt helped to provide greater clarity around the respective roles. Overview and Scrutiny will seek to scrutinise the performance of the organisation against those agreed targets in year.
- 3.3 Given the recognition of the need to ensure that performance management information is both timely and presented in fashion which aids easy analysis and recognising the constraints around Cabinet and Committee reporting deadlines, limited time within meetings to analyse detailed performance management data, resource availability and to date many differing attempts to present performance

management information to Members, the proposal is that a dedicated Member Working Group be appointed by the Overview and Scrutiny Board to undertake a detailed review each quarter of available finance, performance and risk information. This will allow Members greater time to interrogate the data and understand this information, thereby leading to a more informed process of review and scrutiny. Timing and sequencing of the process will need to be formalised for the forthcoming year as will a mechanism for reporting back the outcome of the scrutiny process both to individual O&S Committees and to Cabinet.

- 3.4 It is anticipated that the key outcomes that will be delivered by the Member Working Group will include:
- Allowing Overview and Scrutiny Members additional and valuable time to interrogate the data and understand complex information.
 - Reinforcing the role Scrutiny provides in monitoring and 'holding to account' Portfolio Holders for performance within their areas and providing a 'critical friend' challenge to any issues of underperformance.
 - Scrutiny will assist Cabinet to identify key areas for improvement and submit recommendations aimed around improving the Council's service delivery and financial stability.
- 3.5 Subject to agreement by the Board, it is suggested that the membership of the Member Working Group initially include the Chair and Vice-Chair of each Overview and Scrutiny Committee (OSC), with the flexibility for other OSC members to be co-opted onto the Group. The Chairs and Vice-Chairs also have the opportunity to relinquish their place on the Group to another member of the Committee, if they do not wish to participate.
- 3.6 The Overview and Scrutiny Chairs and the Portfolio Holder for Workforce and Improvement are supportive of the proposal.
- 3.7 It is important to note that although the Working Group has been referred to at this stage as the 'Performance Working Group', it is the intention that this group would receive a range of information covering the 'organisational health' of WCC such as performance data, financial information, risk, customer insight etc in line with on-going developments to provide an holistic 'one organisation' Performance Management Framework.

4.0 Next Steps

- 4.1 If the Board agrees to the establishment of this Working Group, it is proposed that the following next steps are undertaken:
- The first meeting of the Working Group is convened to coincide with the reporting of 2011/12 Year End information which is to be received by Cabinet on the 14th June. It is recommended that this meeting would be used to explore with the Working Group their future requirements in terms of the look, style and content of information received. The Year End report received by Cabinet would form the basis for these discussions.

- The second meeting of the Working Group is scheduled for September. It is recommended that this meeting is used as an opportunity to provide Members with some learning and development in order that they can maximise the value of scrutinising the information presented to them. This would also be an opportunity to check that the Working Group content with the first draft of the information presented according to their requirements set out at its first meeting in June.
- Subsequent meetings are scheduled ahead of Cabinets quarterly consideration of the integrated reports.

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| Portfolio Holder | Councillor David Wright | cllwright@warwickshire.gov.uk |

Overview and Scrutiny Board

30th May 2012

Health and Wellbeing and Role of Scrutiny

Recommendations

- 1) That the Overview and Scrutiny Board consider the report, asking questions in relation to its content and making recommendations as considered appropriate.
- 2) That the Overview and Scrutiny Board consider the links between Public Health and Overview and Scrutiny.
- 3) That the Overview and Scrutiny Board considers how best the Overview and Scrutiny Committees can be involved in monitoring the process and outcomes of the JSNA.

1.0 Background

- 1.1 The Overview and Scrutiny Board has requested a report on Health and Wellbeing in Warwickshire and the role of Scrutiny specifically:
- The link between the Health and Wellbeing Board (H&WB) and Scrutiny;
 - An overview of the relationship between Public Health and Scrutiny; and
 - How each of the Overview and Scrutiny Committees could be involved in the monitoring of the JSNA (ie what role can each of the OSCs play in helping to monitor the JSNA, beyond the Health OSC).

2.0 Current Situation

- 2.1 H&WB Board and Scrutiny
- 2.2 The interface and relationship between the Health and Wellbeing Board and Scrutiny is unclear at this time. While Scrutiny remains, the provisions of the Health and Social Care Act 2012 are not yet in force and the H&WBB is in shadow form. Cabinet and Corporate Board will consider these issues at their meeting on 18th May and a way forward is anticipated.
- 2.3 Relationship between Public Health and Scrutiny
- 2.4 The Public Health Outcomes Framework outlines four main domains of Public Health. These are:
- Effect of wider determinants of health, i.e. employment, transport, housing.
 - Health Improvement and lifestyle modification, i.e. smoking cessation.

- Health Protection, i.e. preventing and managing communicable diseases.
 - Avoidable mortality and morbidity i.e. evidence based healthcare.
- 2.5 Looking at the four domains, it is clear that Scrutiny has potentially an important role to play particularly with regard to variation in health outcomes and reducing health inequalities.
- 2.6 Public Health is currently in a transition state with full transfer to the County Council due at the end of March 2013. Public Health will be accountable to the H&WBB to discharge its responsibilities under each of the four domains outlined above.
- 2.7 The Health and Social Care Act 2012 also outlines the role of the Director of Public Health as:
- The principal adviser on health to elected members and officials;
 - The officer charged with delivering key public health functions;
 - A statutory member of the Health and Wellbeing Board; and
 - The author of an independent Annual Report on the health of the population.
- 2.8 The Director of Public health is keen to discuss with scrutiny members and the Council how Overview and Scrutiny of the Public Health function is delivered.
- 2.9 Joint Strategic Needs Assessment (JSNA)
- 2.10 At its meeting on 11th April 2012, the Adult Social Care and Health Overview and Scrutiny Committee considered the JSNA process and Annual Review (2011). The Committee supported the report. It is clear from the JSNA topic profiles that all scrutiny has an interest in the JSNA.
- 2.11 The Director of Public Health welcomes members' views on how best the Overview and Scrutiny Committees can be involved in monitoring the process and outcomes of the JSNA. A copy of the JSNA is attached at Appendix A.

3.0 Timescales

- 3.1 Questions raised by Overview and Scrutiny Board identify significant issues which need to be addressed. It is expected that a clear way forward will be identified following Corporate Board/Cabinet discussions.
- 3.2 For information, an outline of the Health and Social care Act 2012 is attached at Appendix B and C.

Appendices

Appendix A – Joint Strategic Needs Assessment

Appendix B – Health and Social Care Act 2012: At a Glance

Appendix C – Overview of the Health and Social Care Act 2012

Adult Social Care and Health Overview and Scrutiny 13 April 2012

Warwickshire Joint Strategic Needs Assessment Annual Review (2011)

Recommendation

Overview and Scrutiny Committee is asked to receive and accept the Warwickshire Joint Strategic Needs Assessment Annual Review (2011).

1.0 Background

- 1.1 In 2007, the Local Government and Public Involvement Act placed a duty on upper tier local authorities and PCTs to undertake a JSNA. Warwickshire's first JSNA was published in 2009. It is recommended that the JSNA is refreshed at least every three years.
- 1.2 The purpose of the JSNA is to identify current and future health and wellbeing needs; to establish a shared, evidence based consensus on key local priorities; and to form a key element of the commissioning cycle.
- 1.3 The JSNA informs development of the Health and Wellbeing Strategy and is central to commissioning decision making, challenging delivery and service redesign.

2.0 The current JSNA

- 2.1 The 2009 JSNA was well regarded and provided a helpful and comprehensive snapshot of data and statistics, however it consisted of a static written report and was not at the level of detail required by commissioners. The approach to developing the current JSNA is different. The aim is to have a dynamic, interactive, ever changing JSNA. This is being achieved through:
 - The establishment of a JSNA website. This is a rich source of data and information and will be regularly updated. It will include forums where questions can be asked and online discussions can take place. The website is now live and can be located at www.warwickshire.gov.uk/jsna
 - Undertaking an annual review and producing topic summaries from that review. This will ensure that there is clarity and a shared consensus on the issues that require particular focus in the upcoming year.
- 2.2 The JSNA Annual Review (2011) is attached for your information and was initially launched at a stakeholder event on 7th March 2012. It contains ten key

themes and these are presented in a 'life course' style spanning from childhood to old age.

2.3 The ten themes identified from the 2011 annual review are:

- Educational Attainment
- Looked after children
- Lifestyle factors affecting health and wellbeing
- Long-term conditions
- Mental wellbeing
- Reducing health and wellbeing inequalities
- Disability
- Safeguarding
- Dementia
- Ageing and frailty

2.4 In identifying these ten themes the following criteria were used:

- Magnitude of the issue
- Poor outcomes currently being achieved
- Worsening situation
- Significant inequalities (by geography or population group)

3.0 Timescales/Next steps

3.1 The JSNA has now been launched and Warwickshire's Health and Wellbeing Board sees the JSNA as an essential tool to inform commissioning decision making to improve outcomes.

3.2 An editorial board is being established to ensure ongoing engagement of stakeholders and a coordinated approach to regularly updating the JSNA.

3.3 Commissioners are committed to utilising the JSNA and to making progress in the ten key areas

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

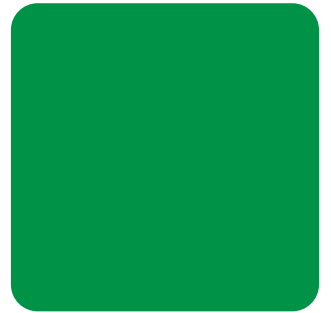
JSNA website: www.warwickshire.gov.uk/jsna

Warwickshire Joint Strategic Needs Assessment Annual review 2011 (attached)

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| Strategic Director | Wendy Fabbro | |
| Portfolio Holder | Izzi Seccombe/Heather Timms | |



Warwickshire
JSNA



Warwickshire Joint Strategic Needs Assessment

Annual Review 2011

Foreword

Welcome to the Joint Strategic Needs Assessment (JSNA) Annual Statement which sets out the current and future health and wellbeing needs for people in Warwickshire.

No agency alone can fully achieve better health and wellbeing for our county's residents without working in partnership with others. Our work requires the contribution of a wide range of agencies to improve health and social care; housing; learning and achievement; growth in the economy and household income.

As the JSNA is the cornerstone for the way in which we will build our plans to improve the health and well-being of our communities, it is crucial that all agencies share the same intelligence through this assessment.

This year we have made substantial changes to the process and presentation of the JSNA and this document highlights our key areas for attention.

We have chosen five themes and 10 topics that cover the milestone events in people's lives from cradle to old age. Topics have been chosen using a number of criteria which include;

- the magnitude of the issue
- poor outcomes currently achieved
- worsening situation

Rather than remaining static, the JSNA is a live document. As circumstances change, outcomes vary and intelligence and analysis is updated, the JSNA will evolve and maintain its relevance. With the launch of the JSNA website, local information system, summary statement of need and a question/feedback facility we are hoping the JSNA will become an even more up to date, interactive and user friendly tool.

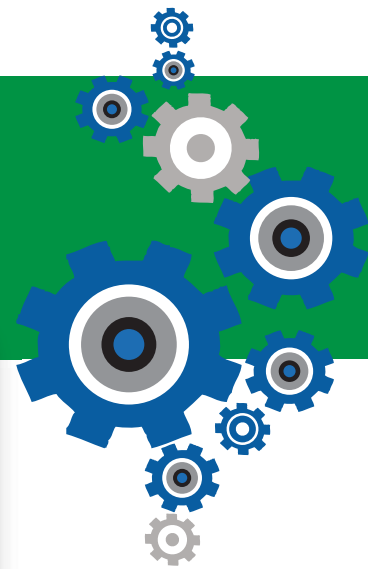
This Annual Statement marks the beginning of a new approach and hopefully the start of a conversation with commissioners of health and social care, but also importantly the public, patients, clients and partners to enable us to accurately outline the needs for our community. We look forward to working with you all to deliver a robust, fully engaged JSNA for Warwickshire.



Dr John Linnane
Joint Director of Public Health
NHS Warwickshire/Warwickshire County Council



Wendy Fabbro
Strategic Director People Group
Warwickshire County Council



Introduction

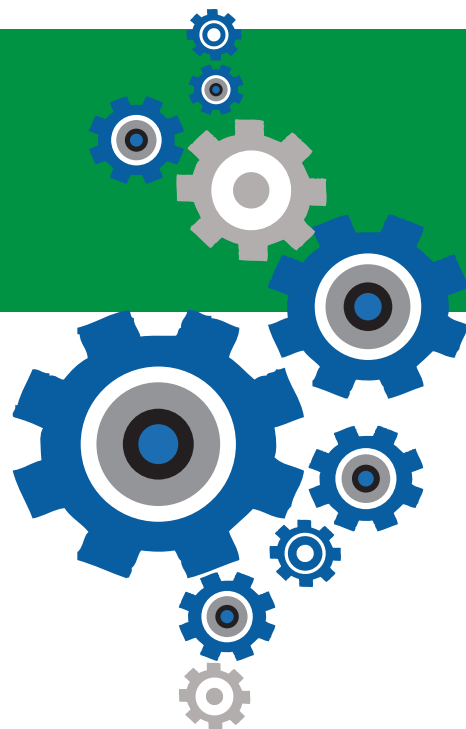
Welcome to the 2011 Annual Review for Warwickshire's Joint Strategic Needs Assessment (JSNA). The purpose of the JSNA is to analyse and examine the current and future health and well-being needs of the local population, to inform and guide the commissioning of health, well-being and social care services.

The JSNA aims to establish a shared, evidence based consensus on the key local priorities across health and social care and is being used to develop Warwickshire's Health and Wellbeing Strategy, Commissioning Plans for the Clinical Commissioning Groups (CCGs) and Transformation Plans for the local Health Economy.

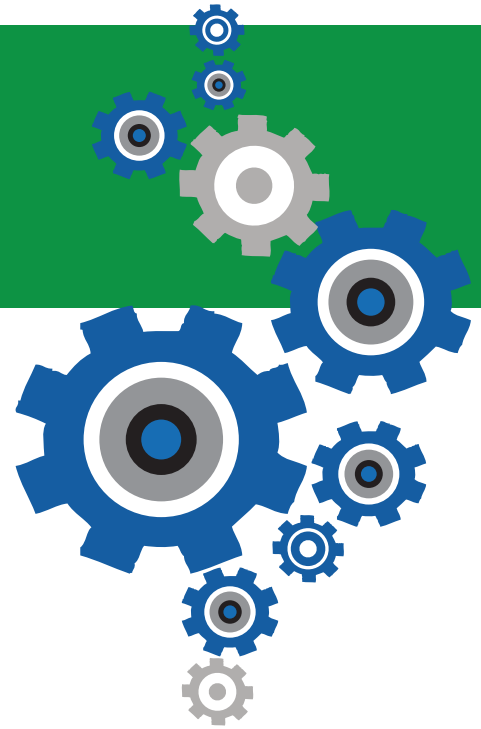
The following set of key themes has been developed to inform the Health & Wellbeing Board of the emerging key messages from the JSNA. The information provides a 'position statement' and a 'snapshot' of our work so far at the end of 2011. It includes the key headline messages from our initial analyses and provides the basis for further, more detailed needs assessment work.

The themes have been loosely structured to follow a 'life-course approach' and are not just an amalgamation of facts and figures. Where possible, a broader range of qualitative information (e.g. knowledge, pathway information, consultation activity with stakeholders, service users, professionals, etc.) has also been included.

Further information is available at www.warwickshire.gov.uk/jsna



Contents



Children & Young People

- Educational Attainment
- Looked After Children

Lifestyle

- Lifestyle Factors Affecting Health & Wellbeing

Ill-Health

- Long-Term Conditions
- Mental Wellbeing

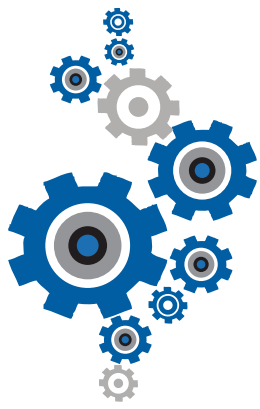
Vulnerable Communities

- Reducing Health & Wellbeing Inequalities
- Disability
- Safeguarding

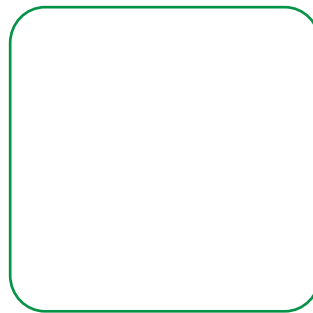
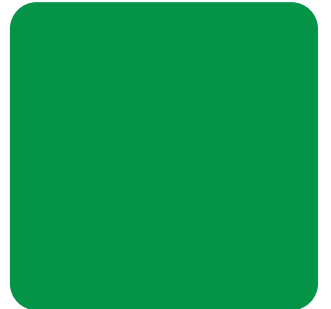
Old Age

- Dementia
- Ageing and Frailty

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Children & Young People

Educational Attainment

Looked After Children



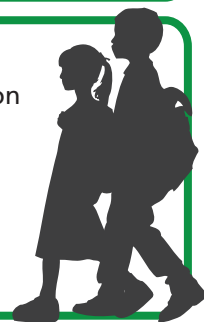
Educational Attainment

Research shows that education is a key determinant of health, with the more educated reporting lower morbidity from common acute & chronic diseases, lower anxiety/depression & experiencing better physical & mental functioning. Many of Warwickshire's children and young people achieve the expected national standards of educational attainment but significant disparities exist on a geographic and demographic basis. The tackling of this under achievement and health and well being inequalities among certain groups is crucial for reasons including raising aspirations, improving opportunities and reducing social & economic inequalities.

- The proportion of children in Warwickshire (66% in 2011) achieving a good level of development as assessed through the Early Years Foundation Stage Profile continues to increase year on year. However, there is an average year on year difference of 10% in achievement levels between the lower achieving north (Nuneaton & Bedworth and North Warwickshire) and the south (Warwick and Stratford).
- At Key Stage 2, geographical differences become more marked & attainment gaps are not decreasing. There are geographical differences between those achieving the expected level (level 4 and above), an average year on year gap of 6% between the north and the south. Differences between those achieving level 5+ are even more considerable with the gap increasing to an average of 9%. This demonstrates that higher level performance is less evident in the north than the south.
- At Key Stage 4 (KS4), the target level attainment is for five or more GCSE grades A*-C including Maths and English GCSE. For this, Warwickshire is above the national average, with 60.5% of pupils reaching this standard. Attainment levels in the north are lower than those in the south. This gap is not decreasing & less than half (48%) of pupils in the north achieve this level.
- Children with a special educational need (SEN) in Warwickshire achieve better than the national KS4 target level attainment, but the gap between SEN children and non-SEN children is still significant and remains consistently large.
- A 32.5 percentage point difference in 2011 exists between those eligible for free school meals and those who are not, in terms of achieving the KS4 target level attainment. This gap has remained consistently large over the last 3 years.
- There is little difference in achievement at GCSE level by broad ethnic group with Mixed, Asian, Black & Chinese pupils tending to do slightly better than their White counterparts. However, the gaps widen when breaking down these ethnic groups further.
- 14% of the 60 children who had been looked after continuously for at least 12 months as at 31st March 2011 who were eligible to sit their GCSEs in 2010/11 achieved the KS4 target level attainment, significantly lower than the Warwickshire average.
- Of the 54 children looked after continuously for 12 months at 31 March 2011 who completed year 11 during the 2009/10 academic year, 24 (44.4%) were in full time education, 1 (1.9%) was in f/t employment, 18 (33.3%) were in p/t employment, education or training & 11 (20.4%) were unemployed.
- For 95.7% of young people post-16 their destinations were positive as at November 2011. 89.5% continued in f/t education, 0.6% were involved in non-employed training, 5.1% were employed and 0.5% were involved in voluntary or part time activities.
- Negative outcomes account for 4.3% of young people with 3.1% not in education, employment or training (NEET) and 1.2% where data is not available/young person has left area (NALA).
- In 2010, 87% of young people educated in Warwickshire special schools had positive destinations post 16; 83.3% continued in f/t education, 2.8% were involved in non-employed training, 0.9% were employed & 0% engaged in voluntary or p/t activities.
- In Adult & Community Learning, there were 6,035 enrolments by 3,749 learners. Participation rates of ethnic minorities and from deprived communities were greater than the population average. The overall achievement rate of 92% is significantly above the national average. Much of this learning is non-accredited, but 629 qualifications were achieved in literacy, numeracy, ESOL and ICT.

Outcomes Sought

- Pupils are ready for school, attend and enjoy school with key indicators measuring attendance, exclusion and attainment.
- Achieve personal and social development and enjoy recreation, as reported in the Annual Pupil survey
- Positive outcomes for pupils post 16
- Transitions between settings and from children's to adult services are well managed
- Re-engage adults, particularly those with low prior attainment in learning to support their own & their children's development



What are we going to do about it?

- Warwickshire Children and Young People's Plan
- Warwickshire Child Poverty Strategy
- National Pupil Premium Strategy
- Public Health Outcomes Framework

Who Needs to Know This?

- Commissioners and practitioners of children services, and those involved in the transition to adulthood
- Children's Trust partners – see website for Children and Young People's Plan
- Head teachers





Looked After Children

As 'corporate parents', the County Council, officers and practitioners from across a range of agencies and services are responsible and accountable for the care, well-being and future prospects of children and young people in care.

- The number of Looked After Children (LAC) has increased over the last 3 years; by 11% between 2009/10 (574) and 2010/11 (636); by 7% between 2008/09 (536) and 2009/10; and by 11% between 2007/08 (482) and 2008/09.
- The rate of LAC per 10,000 population is highest in Nuneaton & Bedworth, and increased from 167 at 31st March 2010 to 197 at 31st March 2011.
- The majority of children who have started to be looked after over the last three years have been aged between 10 and 15 years. However, over the last four years, there has been an increase in the number of children under the age of 1 who are being accommodated, up from 12.2% during 2007/8 to 17.2% during 2010/11. There has also been an increase this year in the number of young people aged 16-17 starting to be looked after, up from 8.5% in 2009/10 to 19.7% in 2010/11.
- The majority of looked after children have a main need category of 'abuse & neglect'. However, it is worth noting that the number of children with a main need of 'absent parenting' has increased in line with the overall increase in the number of unaccompanied asylum seeking children in Warwickshire, up from 66 in 2009/10 to 87 in 2010/11.
- Warwickshire had a total of 60 children who had been looked after continuously for at least twelve months as at 31st March 2011, who were eligible to sit their Key Stage 4 exams in 2010/11. Of these, 14% achieved the target level attainment of five or more GCSEs at Grade A*-C including Maths and English. This is significantly lower than the GCSE attainment of all children in Warwickshire, which sits at 60.5%.
- There were 54 children looked after continuously for 12 months at 31st March 2011 who completed Year 11 during the 2009/10 academic year. For 79.6% of these children their post 16 destinations were positive. 44.4% continued in full-time education, 1.9% were in full-time training, 33.3% were in part-time employment, education or training, whilst 20.4% were unemployed. Whilst this figure is higher than the previous year, nationally it stands at 18%.
- The rate of offending by LAC in Warwickshire remains relatively constant from 2008 with a rate of 5.3%, below the national comparator at 31st March 2011 which was 7.3%.

Outcomes Sought

- To narrow the gap in outcomes for looked after children and young people as compared with that of the general population
- To have access to universal and targeted health and educational services to meet their assessed needs and circumstances, that will promote the best possible outcomes
- To receive support and positive opportunities to progress into further education, training and employment
- To have both placement choice and stability
- To be subject to clear plans and to be able to participate in decisions and matters that affect their lives
- To sustain improved health and emotional wellbeing and to have opportunities to develop resilience and skills to prepare them for change, independence and adulthood.



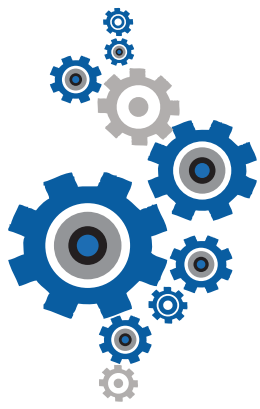
What are we going to do about it?

- Warwickshire Children and Young People's Plan
- Corporate Parenting Policy and Strategy
- Foster Care Development Plan
- Virtual School for Looked After Children
- Leaving Care Strategy

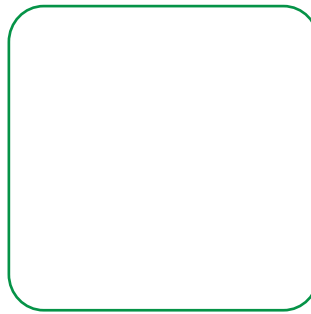
Who Needs to Know This?

- Commissioners of Children's Services
- Children's Trust Partners
- Schools
- Districts and Boroughs – particularly housing teams





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Lifestyle

Lifestyle Factors Affecting Health and Wellbeing



Lifestyle Factors Affecting Health and Wellbeing

Reviewing the public health outcomes for Warwickshire show the need to prioritise and focus on a number of key issues. These should not be treated in isolation from each other – they are interlinked, cut across all sectors of society and require a joined-up approach to tackling them.

- In Warwickshire, approximately one teenager becomes pregnant every day, with over half resulting in a termination. Warwickshire has reduced the under-18 conception rate by 12.2% since the inception of the Teenage Pregnancy Strategy in 1998. However, Warwickshire still has one of the highest conception rates among our statistical neighbours. Much of the reason for this is the hot-spot areas within the county.
- The number of Sexually Transmitted Infections (STIs) is on the increase. The total number of STIs in Warwickshire has risen by more than 20% since 2003. Overall, the 15-24 year age group had the highest number of diagnoses for all STIs, although Chlamydia which has the highest number of infections, mainly affects the 16 to 19 year age group.
- Warwickshire has low overall levels of child poverty but small localised pockets with relatively high levels do exist. 14,760 (13.2%) children are in 'poverty' in the county (2008). However, more children are likely to be in poverty than official statistics suggest as they do not reflect the impact of the economic down turn & recession. Nearly a third of all Warwickshire's children living in 'poverty' live in only 10% of the Super Output Areas.
- Obesity can have a severe impact on people's health, increasing the risk of type 2 diabetes, some cancers, and heart and liver disease. One in four adults in Warwickshire is estimated to be obese. This equates to 110,000 people and this figure is growing every year. According to the latest data, 20% of Reception age children and over 31% of Year 6 age children are classed as being overweight and obese.
- According to the 2009/10 Warwickshire Partnership Place Survey, 26.5% of respondents across the County reported achieving the recommended levels of exercise (5 x 30 minutes per week). It is notable that even in the district achieving the highest levels of exercise, some 70% of people do not achieve recommended levels.
- There are 32,000 people in Warwickshire who are drinking so much alcohol it is harming their health and this is increasing every year. The rate of alcohol-related hospital admissions has more than doubled since 2002/03 and is continuing to rise.
- There are 130,000 people in Warwickshire who smoke. In Warwickshire nearly 1,000 babies were born to women who still smoked at the time of delivery in 2010/11.
- Approximately 2,500 cases of cancer are diagnosed in Warwickshire each year, and about 1,400 deaths (representing 27% of all deaths) occur from cancer each year in the County.
- The number of repossession claims in Warwickshire has changed significantly over the last decade, from a low of 460 in 2002, to a high of 1,335 in 2007. During 2010, a total of 750 housing repossession claims were made against households in Warwickshire.
- The number of households on local authority housing waiting lists has risen for all of Warwickshire's boroughs and districts since 1997. Warwickshire has seen a 120% increase in the number of households on its local authority waiting lists from 1997 to 2010; Rugby has increased by 32% but Warwick has increased by 199%.

Outcomes Sought

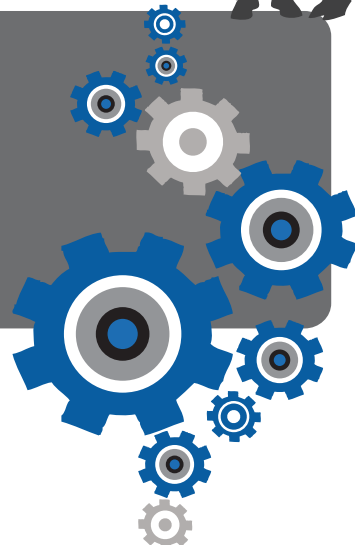
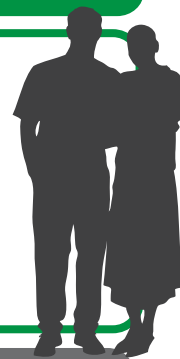
- A reduction in the number and proportion of overweight and obese adults and children
- Increased levels of physical activity and healthy eating
- A reduction in alcohol-related harm to individuals, families and communities in Warwickshire
- A reduction in the rate of under 18 (15-17 years) conceptions
- Increased levels of uptake within the National Chlamydia Screening Programme
- A reduction in the number of people who start smoking coupled with an increase in the number of people who are supported to quit

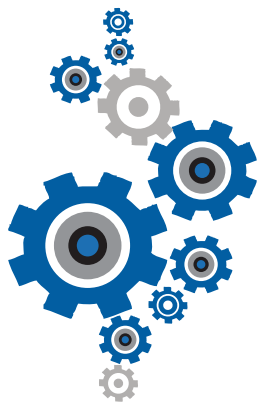
What are we going to do about it?

- Joint Director of Public Health Annual Report 2011
- 'Healthy Lives, Healthy People: A call to action on obesity in England' - This document sets out how action on obesity will be delivered as the move is made towards the new public health system.
- Warwickshire 'Respect Yourself' Campaign
- Warwickshire Alcohol Harm Reduction Strategy & Implementation Plan
- Warwickshire Child Poverty Strategy

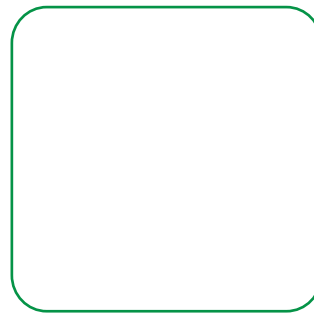
Who Needs to Know This?

- Commissioners in Public Health
- Headteachers
- Councillors
- GPs and other health professionals
- Voluntary Sector
- Districts & Boroughs





Warwickshire
JSNA



Ill-Health

Long-Term Conditions

Mental Wellbeing



Long-Term Conditions

Long term conditions are those conditions that cannot, at present, be cured but can be controlled by medication and other therapies. Examples of long term conditions in Warwickshire include high blood pressure, diabetes, asthma, arthritis, heart disease and chronic obstructive pulmonary disease. People live with these conditions for many years, often decades, and they can impact on their quality of life by causing disability and early death.

- Nationally, around 1 in 3 people live with at least one long term condition. In Warwickshire, this equates to an estimated 178,000 people.
- People with long term conditions are more likely to see their GP, be admitted to hospital, stay in hospital longer, and need more help to look after themselves than people without long term conditions. They are also increasingly involved in managing their own conditions with the support of a health care team.
- High quality management of long term conditions help to keep people healthier and independent for longer.
- People with long term conditions need to be helped to understand their condition to manage it as well as possible, but in Warwickshire we have very few services that can help people learn about their condition, or have the right rehabilitation to improve the management of their condition
- Warwickshire GPs usually work with people to manage their long term condition and for the most part this care is very good, but we know that there are some people that are not getting the right treatments that they need, for example:
 - 20% of people with high blood pressure do not achieve the recommended level of control
 - 11% of people with diabetes have dangerously poor levels of blood sugar control
 - 10% of people with heart failure are not taking the recommended treatment
 - 6% of people who have coronary heart disease are not taking blood thinning medication that has been proven to reduce the chance of a heart attack and death.

Outcomes Sought

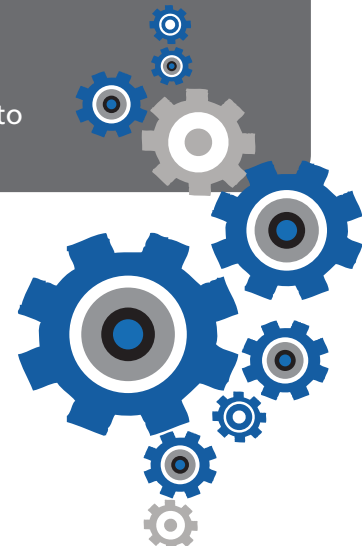
- Improved clinical outcomes for people with long term conditions
- Greater use of telehealth, telecare and aids and adaptations to support people with long term conditions
- Better rehabilitation services for people with long term conditions
- More expert patient programmes for people with long term conditions
- Reduced hospital admissions and deaths for people with long term conditions
- Improved coordination of health and social care services for people with a long term condition

What are we going to do about it?

- Quality and Outcomes Framework
- Long Term Conditions Strategy, NHS Warwickshire, 2007/08
- Prioritising Need in the Context of Putting People First: A Whole System Approach to Eligibility for Social Care, 2010

Who Needs to Know This?

- GPs and other health professionals
- Clinical Commissioning Groups
- Primary Care and NHS Commissioners
- Hospital Trusts
- Social Care Commissioners





Mental Wellbeing

Mental illness affects not only the individual with the condition, but also family, friends and wider society. Around one in four people will suffer from mental illness during their lifetime.

- National data suggests 1 in 10 children under 16 has a clinically diagnosed mental illness and that between 10% and 13% of 15 and 16 year olds have self harmed; however, access to reliable local data is limited.
- In 2008, it was estimated that there were 5,960 young people aged 5-10 years old and 3,550 young people aged 11-16 years old with a mental health condition. It is estimated that among young people aged 5-10 years old the most prevalent type of disorder is a conduct disorder. Emotional disorders are the most common disorder among those aged 11-16. A CAMHS mapping exercise in 2007/8 showed that there is a higher prevalence of mental health disorders in the north than the south.
- Analysis from the 2011 Annual Pupil Survey suggests that nearly three quarters of secondary school pupils in Warwickshire feel either happy 'all of the time' or 'most of the time'. This represents a slight fall from 2010.
- People with mental illness have a higher risk of poor physical health; equally physical activity improves mental wellbeing. Primary pupils engaging in more than five sessions of physical activity per week has declined considerably from 35.8% in 2010 to 29.8% in 2011. Secondary pupils' physical activity has also declined from 29.6% in 2010 to 26.1% in 2011.
- Research links bullying in adolescence to mental illness in young adulthood. In 2010, a quarter of primary pupils said that they had been bullied in the last 12 months which decreased to 22.8% in 2011. In 2010, 13.7% of secondary pupils said that they had been bullied but this increased to 16.2% in 2011.
- At least one in four people will experience a mental health problem at some point in their life, one in six has a mental health problem at any one time and at least half of all adults will experience at least one episode of depression during their lifetime.
- Suicide remains the most common cause of death in men under the age of 35 in Warwickshire.
- One in ten new mothers experience postnatal depression.
- Local data indicates that over 13,000 Warwickshire residents accessed specialist mental health services in 2008/9. Overall, the proportion of patients accessing such services is higher for females than males and increases with age. However, many more individuals will be treated by their GP, private counselling, or have not yet identified that mental illness is affecting them.
- In 2010/11, 3,745 adults and older people with a functional mental health problem (i.e. not dementia) received social care professional support and of these 449 also received a funded social care service. Of those receiving support 633 were in paid employment.
- Since the start of 2010, Warwickshire Libraries have loaned over 11,000 self-help books and audio CDs as a means of early intervention for common mental health conditions.
- In 2010/11, 77% of people with a mental health need requiring social care support were living in 'settled accommodation' (i.e. not residential care, homeless, prison or hospital)
- In 2010/11, 19% of people with a mental health need requiring social care support were in paid employment
- Increasing physical activity can enhance independence, well-being, mental health and quality of life.

Outcomes Sought

- Mentally and emotionally healthy.
- Improve the emotional and mental health of individual children and young people.
- Enhancing quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support

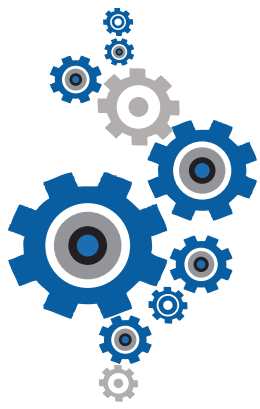
What are we going to do about it?

- Warwickshire Children and Young People's Plan
- Director of Public Health Annual Report 2011
- Supporting People 5 year strategy
- Joint Mental Health Needs Assessment - A full needs assessment incorporating detailed data analyses and findings from a comprehensive consultation process with a wide range of stakeholders.
- Emotional Well-being and Mental Health Strategy 2011 - 2014
- A Vision for Adult Social Care: Capable Communities and Active Citizens
- Putting People First
- Think Local Act Personal

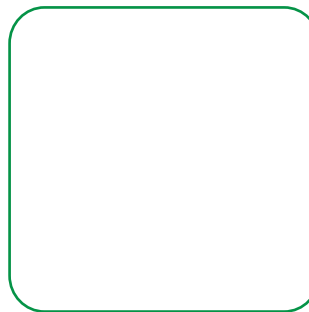
Who Needs to Know This?

- Commissioners in Public Health and Social Care
- GPs and other health professionals
- Voluntary Sector
- Councillors





Warwickshire
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Vulnerable Communities

Reducing Health and Wellbeing Inequalities

Disability
Safeguarding



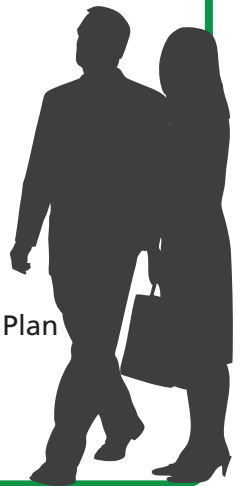
Reducing Health and Wellbeing Inequalities

In Warwickshire, significant disparities exist both on a geographic and population group basis. The health of the most disadvantaged in our society should be our top priority. However, there is a need to ensure that our programmes target people across the inequality profile. In line with the Marmot report, the highest priority should be given to children from pre-conception through to adolescence.

- Latest data suggests widening health inequalities in Warwickshire. All of the top 13 most deprived areas from the Index of Multiple Deprivation (IMD) 2007 have shown considerable deterioration in rankings in the IMD 2010, suggesting that the gap between the most and least deprived areas of the County is widening. According to the 2010 indices, more areas of Warwickshire are ranked within the top 30% most health deprived areas in England compared with the 2007 indices.
- People in some areas of Warwickshire live for 13 years less compared to other areas. There is considerable variation in life expectancy at birth at ward level across the County ranging from 75 in Abbey ward, Nuneaton, to 88 in Leek Wootton, Warwick.
- Amongst the 10 wards with the highest teenage conception rates in Warwickshire, four are in Nuneaton & Bedworth, four are in Warwick and two are in Rugby. Six are within the top 10% most deprived areas of the county – representing a significant positive relationship between deprivation and teenage conception.
- It is also important to consider inequalities which persist across the wider determinants of health, including employment, education, and housing etc.
- Inequalities also exist within different population groups eg. by ethnicity, gender and age. More work is needed to fully understand this picture across Warwickshire.

Outcomes Sought

- Reducing infant mortality, and reducing early mortality from cardiovascular disease and cancer
- Reducing poverty, and increasing educational attainment, skills & jobs for those most in need
- Embedding the reduction of health inequalities in the decision-making process of all public agencies and partners
- Improving equality of access to services especially primary care
- Continue the development of partnerships to jointly promote activities which support individuals to lead healthy lifestyles
- Increase the promotion of alcohol education campaigns and alcohol treatment services
- Coordinate the implementation of the 'Making Every Contact Counts' approach
- Ensure the provision and quality of smoking cessation services, and the NHS cancer screening programme
- Contribute to the formation and implementation of local Tobacco Control Implementation Plan
- Continue to promote mental health and wellbeing as a foundation stone to good health across the population, building on the notion of 'no health without mental health'
- Increase the promotion of positive sexual health with a focus on HIV prevention



What are we going to do about it?

- Strategic Review of Health Inequalities in England Post-2010 (The Marmot Review)
- Warwickshire Health Inequalities Strategy - the existing Health Inequalities Strategy is being subsumed into the Draft Health and Wellbeing Strategy
- Joint Director of Public Health Annual Report 2011

Who Needs to Know This?

- Commissioners in Public Health and Social Care
- GPs and other health professionals
- Voluntary Sector
- Councillors





Disability

The Disability Discrimination Act (DDA) defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.

- Using the DDA definition, there are estimated to be 80,000 disabled people living in Warwickshire, 19% of the over 16 population.
- All Warwickshire's districts and boroughs have lower proportions of their adult populations who are disabled than national and regional averages. In the County, North Warwickshire has the largest proportion of its adult population estimated to be disabled, at just below 22%.
- On 31st March 2011, 1,230 people were registered blind or severely sight impaired in Warwickshire, with 1,486 registered as partially sight impaired.
- Prevalence rates indicate Warwickshire's disabled children population to be between 3,750 and 6,750 (between 3% and 5.4% of all children).
- In January 2011, 19.7% of the Warwickshire school population were defined as having a special educational need (SEN). Nuneaton & Bedworth has the highest percentage (23.2%) with Rugby (19.5%) and Warwick (19.3%) having the next highest rates.
- Data on Disability Living Allowance claimants aged under 16 gives an indication of prevalence of disability among the population. Rugby has the highest rate of claimants (14%, 490 claimants) but Nuneaton & Bedworth has the highest number of claimants (700 claimants, 9%).
- Prevalence rates indicate that there are 9,310 people aged 14 and over in the County with some form of learning disability. This is projected to increase to 9,570 by 2015, with a reduction in numbers aged 14-18 but a large increase in those aged 65 and over.
- Within this group of 9,310 people, 220 people have profound and multiple learning disabilities and 1,560 people have severe learning disabilities. This means there are 1,780 with profound or severe learning disabilities. By 2015, this figure is predicted to rise to 1,830 with the increases occurring in the 65 and over age group.
- It is estimated that there are currently 8,050 people in Warwickshire aged between 18 and 64 with a serious physical disability, this is projected to increase to 8,600 by 2030.
- In 2010-2011, 1,480 people aged between 18 and 64 with a physical disability were assessed to need a funded social care service.
- In December 2011, 30% of social care customers with a learning disability and 9% of social care customers with a physical disability were living in residential or nursing care.

Outcomes Sought

- Effective integrated working to promote early intervention
- Improved educational achievement so more children and young people are able to reach their true potential and gaps are narrowed between the attainment levels of vulnerable pupils and their peers
- Increased choice & control for all people with disabilities
- People with a disability are able to live a fulfilled life including accessing a range of community activities and are able to get paid employment
- People with a disability have a place of their own to live
- Better health and well-being for people with disabilities
- Carers of people with disabilities are supported to have a fulfilled life of their own
- Vulnerable children and adults are kept safe from harm including bullying and anti-social behaviour
- Transitions are managed, including from children's to adults services



What are we going to do about this?

- Warwickshire Children and Young People's Plan
- 'A Good Life for Everyone' - Warwickshire's Joint Commissioning Strategy for Adults with a Learning Disability 2011 – 2014
- A Vision for Adult Social Care: Capable Communities and Active Citizens
- Putting People First
- Think Local Act Personal

Who Needs to Know This?

- Commissioners of children and adult disability services
- Head teachers and GPs
- Third sector organisations supporting people with disabilities
- District and Borough practitioners, for example Housing officers





Safeguarding

Ensuring that Warwickshire's vulnerable children and adults are safe from harm is a key priority. Safeguarding Children and Adults Boards meet on a regular basis with representation from all of the key organisations in Warwickshire including the County Council, Police, Health, District & Borough Councils, Ambulance and Fire Services, Hospital Trusts, Probation, Coventry & Warwickshire Partnership Trust and Voluntary Agencies.

- At 31st March 2011, 478 children were subject to a Child Protection Plan (CPP) compared to 503 at 31st March 2010, representing a 5% decrease. Once again this year, the largest group of children to become subject to a CPP were those aged 1-4 years. These figures are snapshots as of the 31st of March.
- The rate of children subject to a CPP per 10,000 is highest in Nuneaton & Bedworth, followed by Rugby.
- The proportion of children subject to a CPP who are aged under five, including unborn children, has increased slightly to 47.9% (229) in 2011 from 45.3% (228) in 2010. Of these, 12 were unborn at 31st March 2011 & 9 unborn at 31st March 2010.
- In 2010/11 862 adult safeguarding referrals were received, this compares to 826 in 2009/10 and in 2011/12 the number of referrals is expected to exceed 1,000. In 2010/11 Warwickshire had a rate of 20 referrals per 10,000 adult population compared to the national average of 26 referrals.
- 28% of safeguarding referrals were from Nuneaton and Bedworth and 22% from Warwick District. These are directly comparable with the percentage of customers in each district, therefore there appears to be no greater risk of Safeguarding incidents based on where people live.
- 50% of safeguarding referrals related to an incident in the customers own home, 33% were in a care home.
- 53% of alleged perpetrators in 2010/11 were professional (abuse by worker or institutional abuse) and 47% were personal relationships (family, friend or informal carer).

Outcomes Sought

Children and Young People are:

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for

Adults:

- Reduce the number of safeguarding incidents
- Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm
- Improving services and support for victims of sexual violence
- All customers are aware of how to make a safeguarding referral
- Reduction in 'Mate Crime' and 'Hate Crime'



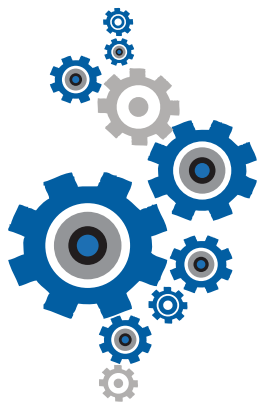
What are we going to do about it?

- Warwickshire Children and Young People's Plan
- Warwickshire Children Safeguarding Board
- Adult Safeguarding Policy
- Adult Safeguarding Board Performance Report
- Adults Safeguarding Plan – In development
- Keeping Safe Plan for Customers with Learning Disability

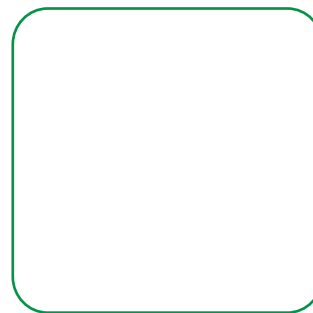
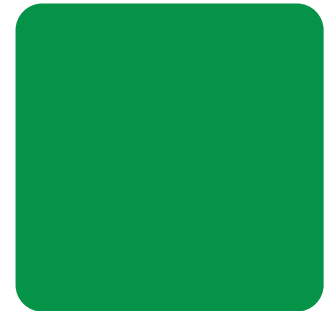
Who Needs to Know This?

- Practitioners and Commissioners in Children and Adult services
- Members of the multi-agency safeguarding boards
- GPs and health professionals
- Police
- Third sector organisations supporting vulnerable people
- Whole community





Warwickshire
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Old Age Dementia Ageing and Frailty



Dementia

The term 'dementia' is used to describe the symptoms that occur when the brain is affected by specific conditions, including Alzheimer's disease, stroke, and many other rarer conditions. Dementia is increasingly becoming one of the most important causes of disability in older people. In terms of Global Burden of Disease, it contributes 11.2% of all years lived with disability. This figure is higher than stroke, musculoskeletal disorders, heart disease and cancer.

- The Alzheimer's Society statistics indicate there are currently some 750,000 people living with dementia in the UK. This represents one person in every 88 (1.1%) of the UK population. By 2021, it is estimated there will be over 940,000 people living with dementia and this is predicted to soar to 1.7 million by 2050. This represents a 125% increase in the number of people living with dementia between 2010 and 2050, or a 3% per year increase.
- It is estimated that in Warwickshire, there were around 6,500 people aged over 65 living with dementia in 2010.
- In 2008, 3,353 people in Warwickshire were registered with their GP as having dementia, meaning over 50% of the predicted number of people with dementia are undiagnosed.
- Between 2010 and 2030, it is estimated that the number of older people with dementia in Warwickshire will double, to more than 13,000. The majority of these will be aged 75 and over.
- Currently, in the UK, around two thirds of people with dementia live in private households.
- The Alzheimer's Society estimates that in 2007 the total cost of dementia in the UK was £17 billion per annum, or on average £25,472 per person with late onset dementia.
- It is not currently known how many people with dementia are funding their own care both in residential care and in their own home.

Outcomes Sought

- **Awareness and Understanding:** A key part of understanding mental ill health is to promote positive mental health and also the awareness of dementia and the services to enable individuals to live well. A lack of understanding of dementia can lead to a number of problems including symptoms not being recognised early enough leading to poor access to services and poor outcomes.
- **Early Diagnosis and Support:** Early diagnosis is key to providing the right support to both service users and carers in a timely manner.
- **Living Well with Dementia:** Users and carers highlight that once diagnosed with dementia they require a range of services that fully meet changing needs. Whilst there are already a number of services in Warwickshire that offer both support and services to people living with dementia, it is recognised that there is more to be done to make sure the highest quality support and services are available to people with dementia and their carers.
- **Making the Change:** Service users and carers in Warwickshire have told us that the National Dementia Strategy recommendations for an informed and effective workforce are key to improving services.
- **Transform health care for people with dementia and their families**



What are we going to do about it?

- Joint Director of Public Health Report 2010: Best Health for Older People in Warwickshire p30/31
- Living Well with Dementia in Warwickshire
- National Dementia Strategy
- Dementia UK - Alzheimer's Report
- A Vision for Adult Social Care: Capable Communities and Active Citizens
- Putting People First
- Think Local Act Personal

Who Needs to Know This?

- Commissioners in Public Health and Social Care
- Third sector organisations supporting vulnerable older people
- GPs and other health professionals





Ageing and Frailty

Alongside general population growth in Warwickshire, there will be a particularly high rate of increase in those aged 65 and over, a trend reflected across all districts and boroughs. Whilst living longer is a cause for celebration, from a public sector point of view, the two key impacts are the additional pressures that will be placed upon services (particularly health and social care) and the quality of life experienced by residents as their life expectancy increases.

- Between 2012 and 2030 it is projected that the number of people aged 65 and over is projected to increase by 48%, the number of people aged 85 and over is projected to more than double, rising by 119%.
- Dementia is expected to increase by almost 90% in people aged over 60 by 2030.
- In the 2001 Census showed there are 53,000 people providing unpaid care in Warwickshire, of those 58% were aged over 50 and 18% were aged over 65.
- An estimated two thirds of over 75 year olds in Warwickshire live with one or more long term conditions, many of which are not known to the older person's general practitioner.
- By 2030, it is estimated that more than 37,000 people over 65 in Warwickshire will be obese, with greater risks for diabetes, heart disease and other associated health problems.
- In the next 20 years, new cancer cases are projected to increase by 100% in men aged over 70 and 50% in women aged over 70.
- Frail older people stay in hospital longer, occupy two thirds of hospital beds and are the main users of long term care services, much of which is unnecessary.
- Some 22% of all non-planned emergency inpatient admissions are to people aged over 75.
- The proportion of spend for hospital activity on the over 75 year old population is 26% of all activity and 39% of non-elective costs.
- In 2010/11 81,330 items of equipment were provided by the Integrated Community Equipment Service to meet both health and social care needs
- In 2010/11, 8,920 older people were assessed to need a funded social care service from Warwickshire County Council. This represents 9% of the population, if this percentage of the population continued to need social care support in 2030 over 13,000 people would require services. 7,309 people had needs that were supported in the community including services such as home care (4,416 people), equipment and adaptations (3,347 people), day care (773 people) and 472 people taking a direct payment to purchase their own care. 2,180 people required permanent residential or nursing care.
- Extra Care Housing offers the residents of Warwickshire alternative accommodation options to institutional, residential and nursing care; supporting their independence and well-being in their home environment.
- There are a number of screening programmes targeted at the over 50s population, for example bowel cancer screening, but uptake varies by age and depending on where people live.
- 68% of social care service users feel in control of their daily lives, compared to the national average of 75%.
- Currently 60% of customers who receive reablement do not require any on-going support for at least 3 months after receiving reablement. Since its pilot in April 2010 reablement has helped over 2,000 older people. The new model for reablement will see approximately 60 new referrals per week into the reablement service. 60 referrals per week represents 70% of the estimated adult social care referrals for new customers and changing needs for existing customers.

Outcomes Sought

- Improve end of life care
- Reduce the risk of falls and fractures in older people
- Reduce excess deaths during winter months
- Meet needs arising from social isolation and rural living
- Encourage healthy living in old age
- Choice and control and services to promote independence
- Joined Up Services that are community based
- Enhancing quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support



What are we going to do about it?

- Joint Director of Public Health Report 2010: Best Health for Older People in Warwickshire
- Supporting Independence (prevention) Strategy 2011 – 2014
- A Vision for Adult Social Care: Capable Communities and Active Citizens
- Putting People First
- Think Local Act Personal
- Care and Choice, Delivering better outcomes for Older People, 2008-2015

Who Needs to Know This?

- Commissioners in Public Health and Social Care
- Providers of accommodation for older people, and also practitioners involved in housing adaptations
- Third sector organisations supporting vulnerable older people
- GPs and other health professionals



What we know so far... Health and Social Care Act 2012 at a glance

April 2012

What we know so far...

This paper forms part of a series of BMA briefing papers, which set out what we know so far on a range of key topics following the Government's health reforms in England¹.

The Health and Social Care Act 2012, which concluded its 15-month passage through Parliament on 20 March 2012 and received Royal Assent on 27 March 2012, now defines much of the Government's policy in primary legislation². The Act legislates for the NHS reforms first set out in the White Paper, *Equity and Excellence: Liberating the NHS*, which was published in July 2010.

Following the legislation's passage through Parliament, a considerable amount of regulations and further guidance is expected, providing detail on how the new Act will work in practice.

This briefing paper focuses on bringing together the available facts and drawing attention to gaps in knowledge rather than giving an account of BMA policy. Further documents stating the BMA's policies and positions are available at www.bma.org.uk/nhsreform.

This paper provides a factual summary of the main changes to be effected by the new legislation, covering the following areas:

- Duties of the Secretary of State
- New commissioning arrangements
- Monitor, choice and competition
- Foundation Trusts
- Care Quality Commission
- National Institute for Health and Care Excellence
- Education, training and research
- Public health
- Local government
- Patient involvement
- Information and confidentiality

An overview of the health and social care structures envisaged by the legislation can be found in the **Annex**.

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1 Other briefing notes in the series include: The NHS Commissioning Board; New Providers; Foundation Trusts; Local Accountability; Choice and Any Qualified Provider; Monitor and Regulation. These briefing notes are available at www.bma.org.uk/nhsreform

2 The Health and Social Act 2012 is available at www.legislation.gov.uk/ukpga/2012/7/pdfs/ukpga_20120007_en.pdf

Main policy areas

Duties of the Secretary of State

- The Act places duties on the Secretary of State for Health to promote a comprehensive health service in England and also to promote autonomy. The Act outlines that the Secretary of State retains ministerial responsibility to Parliament for the provision of the health service in England and explains that the duty to promote a comprehensive health service will take priority over the duty to promote autonomy should they conflict.
- The Act also places duties on the Secretary of State to: act to secure improvement in the quality of services; have regard to the need to reduce health inequalities; promote research on areas relevant to the health service and the use of evidence within the health service; promote equality of provision; ensure that there is an effective system for the planning and delivery of education and training; protect public health. The Secretary of State also has powers of intervention in relation to failure by various bodies connected with the health service.
- The Act enables the Secretary of State to set priorities for the NHS through a mandate for the NHS Commissioning Board. The Secretary of State also has regulation-making powers outlining requirements for NHS commissioners.

New commissioning arrangements

- The Act establishes the **NHS Commissioning Board** and it will be accountable to the Secretary of State for meeting the requirements outlined in the mandate. The mandate will be subjected to consultation, publication and consideration in Parliament. The Act also establishes **Clinical Commissioning Groups** (CCGs) to be responsible for commissioning local services. Strategic Health Authorities (SHAs) and Primary Care Trusts (PCTs) will be abolished by April 2013. The Board will become a full statutory body in October 2012 and most CCGs are expected to be authorised by April 2013.
- The Act places various shared duties on the Board and CCGs including: promoting the NHS Constitution; ensuring effectiveness and efficiency; securing continuous improvements in the quality of services commissioned; reducing inequalities; enabling choice; promoting patient involvement; securing integration; promoting education and training, innovation and research.
- The Board also has specific duties including: promoting autonomy; ensuring regard to impact on services in certain areas (i.e. to have regard to the possible consequences of its commissioning decisions on the provision of health services to those living in areas of Scotland or Wales close to the English border); avoidance of variation in provision of health services (the Board must not, as part of its functions, set out to vary the proportion of services delivered by providers due to their status, i.e. public or private sector).
- CCGs and the Board are required to obtain advice from a people with 'a broad range of professional expertise.' In undertaking this, input can be sought from **clinical senates** and **clinical networks** (although these bodies are not mentioned in the Act). The Act also calls for close working with Health and Wellbeing Boards.
- The Board will oversee CCGs and they will be financially accountable to it. The Board will also provide guidance and advice to CCGs.

- Authorisation of a CCG by the Board will only be possible if certain criteria are met (e.g. that it has: the means to undertake commissioning responsibilities; an accountable officer; a governing body with lay and wider clinical membership; a constitution which outlines processes for decision-making, accountability and dealing with any conflicts of interest).
- In order to achieve authorisation, CCGs will have to demonstrate that they have access to adequate commissioning support services (including back office functions such as payroll as well as more complex services such as data gathering and analysis to inform the commissioning process).
- The Act introduces a 'quality reward' intended to recognise CCGs and practices within it in order to incentivise high-quality commissioning. Details of this reward will be fleshed out in secondary legislation.

Monitor, choice and competition

- **Monitor** will be the economic regulator for all NHS funded services. All providers of NHS healthcare services, unless exempted, will need to hold a licence with Monitor, which will maintain and publish a register of licence holders. It will be able to set different conditions for different types of licences, depending on the services provided or the areas in which services are delivered. Conditions are likely to include a requirement to pay fees, to provide Monitor with information considered necessary for price setting, and to do, or not do, specified things to prevent anti-competitive behaviour which acts against the interests of patients.
- The Secretary of State will have the power to exempt some individuals, groups of providers or certain types of health services from Monitor's licensing requirements.
- Monitor will not be permitted to set or modify licence conditions for the purpose of promoting competition or to encourage the growth of the private sector over existing state providers, or vice versa. It will have powers to set and enforce licence conditions to enable integration and cooperation between healthcare providers.
- In order to address anti-competitive behaviour in areas where choice and competition already operate, Monitor will have concurrent functions with the Office of Fair Trading (OFT). Monitor will work with the NHS Commissioning Board to set out guidance on how choice and competition should be applied to particular services.
- Monitor will be required to exercise its functions with a view to enabling services to be provided in an integrated way, where this would improve quality or efficiency, or reduce inequality of access or outcome for patients. This is aimed at strengthening collaboration and integration where it is in the interests of patients.
- Monitor will have various duties around price setting, including developing standardised pricing currencies for the national tariff, with the NHS Commissioning Board.
- Monitor will also have powers to assist providers in significant difficulty. This will include requiring a provider to appoint a turnaround expert to help them avoid failure and appointing a continuity administrator to take control of a provider's affairs when it is deemed clinically or financially unsustainable.

- Monitor will also have a duty to create a 'risk pool' for struggling providers to access funds to help them tackle their problems.
- Monitor will retain specific oversight powers over all Foundation Trusts (FTs) until 2016, to try to provide continuity and enable governors to build capacity in holding their boards to account. The ultimate intention is for FTs to manage their own governance and financial performance, without oversight. Monitor will perform the role of registrar of FTs. For this purpose, a number of enduring conditions will apply to FTs on a perpetual basis with the aim of ensuring a level playing field for all providers.

Foundation Trusts

- While the original deadline of April 2014 for all trusts to become FTs has been removed from the Government's proposals, the Act still allows for the Secretary of State to bring in the provision to abolish all remaining NHS Trusts at a future date of his/her choosing. The **NHS Trust Development Authority** (which does not appear in the legislation) is to be established in summer 2012. The Government says that the Authority will 'provide governance and oversight of NHS Trusts following the abolition of SHAs in 2013.' Included in its remit is performance management of NHS Trusts, financial scrutiny and powers of intervention if NHS Trusts are deemed to be poorly performing.
- The Department of Health's expectation is that the vast majority of NHS Trusts will have achieved FT status by 2014. The Act also exempts trusts that have entered into 'franchise arrangements' from having to achieve FT status for the duration of those arrangements, and for three years after the arrangements have ended.
- FTs are given greater scope to generate private income although they will have to ensure that the majority of their income is through NHS services (this by default sets the private patient income cap at 49%). An increase in the proportion of an FT's private income of more than 5% would need majority approval by its governors and FTs will be required to document how non-NHS income has benefited NHS services in their annual reports.
- The legislation also sets out the arrangements for FTs undergoing organisational change in the event of mergers, acquisitions, separations and dissolutions.

Care Quality Commission

- The **Care Quality Commission** (CQC) will continue to act as the quality inspectorate across health and social care. The Act removes the CQC's responsibility for assessing the performance of NHS commissioners, which will be taken on by the NHS Commissioning Board, and for carrying out periodic reviews of NHS services. It is hoped that this will allow the CQC to focus its resources on its core role of registering and regulating providers. The Government says that the CQC's remit is distinct from Monitor in that its focus will be on quality; it registers health and adult social care services to ensure quality standards and maintains inspections to make sure those standards continue to be met.
- Under the new joint licensing regime, the CQC will be responsible for licensing NHS and adult social care providers against essential safety and quality requirements. It is likely that the CQC will continue to operate its existing licensing scheme; there have not been any changes announced to date.

- The CQC will continue to inspect providers against the essential levels of safety and quality. It will carry out inspections in response to information that it receives about a provider, which will now come through CCGs and **local HealthWatch** and **HealthWatch England**, as well as the already established channels, such as patient and service user feedback and complaints.

National Institute for Health and Care Excellence

- The National Institute for Health and Clinical Excellence (NICE) will largely remain the same but, under the Act, it will become a Non-Departmental Public Body. NICE's role will still continue to consider evidence in order to make recommendations on medicines, treatments and procedures.
- Its remit will be extended to include social care and its name will change to the **National Institute for Health and Care Excellence** although the acronym, NICE, will still be retained.

Education, training and research

- The Act places a duty on the Secretary of State to exercise his/her functions to secure an effective system for the planning and delivery of education and training for healthcare workers.
- There are also duties on the NHS Commissioning Board and CCGs to have regard to the need to promote education and training in carrying out their functions; and a duty to ensure that commissioning arrangements for health services secure that providers co-operate with the Secretary of State in the discharge of his/her duty to education and training.
- Although not mentioned in the Act, **Health Education England** (HEE) will be established as a Special Health Authority in June 2012. Among its functions will be promotion of high quality education and training as well as authorising and supporting **Local Education and Training Boards** (LETBs). It is expected that the education and training functions of SHAs and postgraduate deaneries will be undertaken by LETBs. The Government has indicated that further legislation will follow on education and training.
- The Act also seeks to provide the legal basis for research in the NHS and places duties on the Secretary of State, the NHS Commissioning Board and CCGs to promote research. Monitor is also required to have regard to the need to promote research into matters relevant to the NHS by those providing healthcare services for the purposes of the NHS. The Government has also confirmed that it will establish the **Health Research Authority** (HRA) as a Special Health Authority with future legislation to make it a Non-Departmental Public Body.

Public health

- The Act restructures public health services nationally and locally. Nationally, the Act places a duty on the Secretary of State to protect the people of England, with central responsibility for health protection and response to emergencies. Although not mentioned in the Act, a new executive agency, **Public Health England**, will be the national body overseeing the public health system and will be accountable to the Secretary of State.
- Locally, the Act grants local authorities responsibilities for health and stipulates that they must employ a Director of Public Health. The local authority must have regard to any guidance given by the Secretary of State in relation to its Director of Public Health, including guidance on appointment, termination of appointment and terms and conditions of management.

- Directors of Public Health have been added to the list of statutory chief officers in the *Local Government and Housing Act 1989* to establish parity with other chief officers in local government such as Directors of Adult Social Services and Directors of Children's Services.

Local government

- The Act introduces new **Health and Wellbeing Boards** to each upper tier local authority. Health and Wellbeing Boards will have a duty to encourage integrated commissioning between health, social care and public health by bringing together representatives of these sectors.
- The boards will be tasked with: leading on the Joint Strategic Needs Assessment; developing a new joint health and wellbeing strategy to inform local commissioning plans; developing agreements to pool budgets.
- The Health and Wellbeing Board will include: the Director of Adult Social Services, the Director of Children's Services, the Director of Public Health, a representative of each CCG, a representative of local HealthWatch and as many local councillors as they choose. It will be accountable to the local authority's Overview and Scrutiny Committee.

Patient involvement

- Duties have been placed on the NHS Commissioning Board, CCGs, Monitor and Health and Wellbeing Boards to involve patients, carers and the public. New patient and public bodies, known as local HealthWatch will be established. Local HealthWatch will act as a point of contact for individuals, community groups and voluntary organisations when dealing with health and social care and will have a representative seat on the Health and Wellbeing Board. HealthWatch will be commissioned by the local authority and held to account by the local authority's Overview and Scrutiny Committee.
- A national body, HealthWatch England, will be established to support local HealthWatch. It will sit as a statutory committee of the CQC. HealthWatch England will be tasked with representing people using health services at a national level and will have a role in advising CQC to review services where appropriate.
- CCGs will have a statutory duty to have regard to the Joint Strategic Needs Assessment and joint health and wellbeing strategy. CCGs will also be represented on the Health and Wellbeing Board.

Information and confidentiality

- The Act enables the **Health and Social Care Information Centre** to be the central point for information collected from NHS and social care organisations in England. The Information Centre will publish a code of practice for health or social care bodies (or those providing health or social care) on how to deal with patient-identifiable or other confidential information.

Glossary

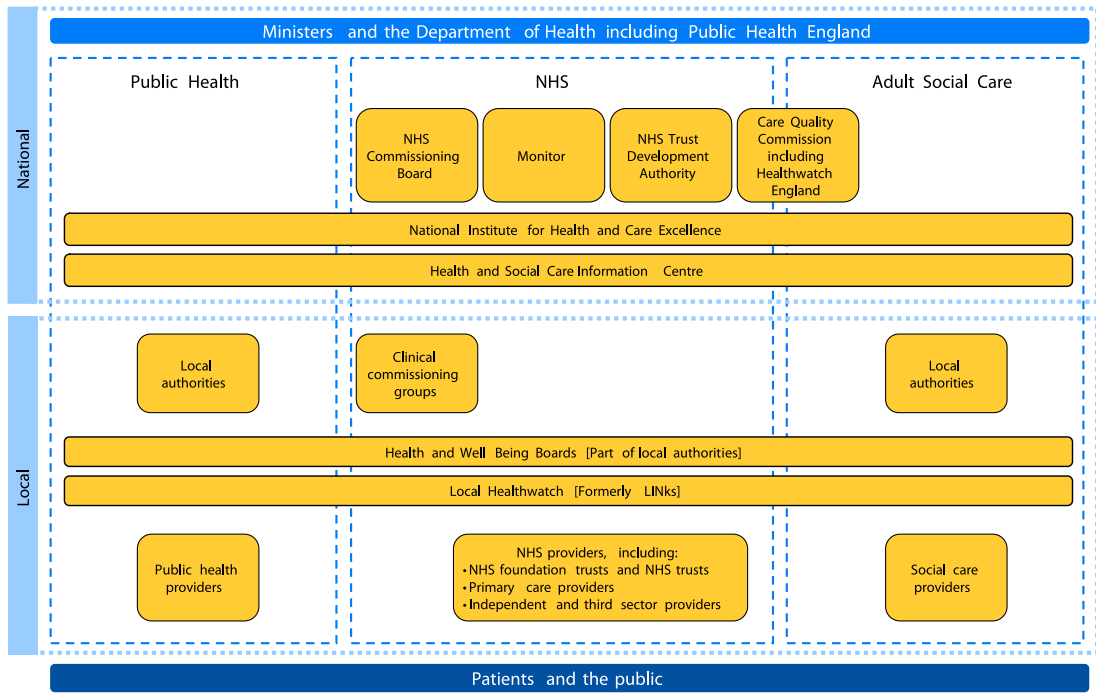
- **Care Quality Commission (CQC)** – The CQC will continue to act as the quality inspectorate across health and social care. The new Act removes the CQC’s responsibility for assessing the performance of NHS commissioners, which will be taken on by the NHS Commissioning Board, and for carrying out periodic reviews of NHS services.
- **Clinical Commissioning Groups (CCGs)** – GP practices have formed CCGs in preparation for the formal establishment of CCGs as statutory commissioning bodies from April 2013.
- **Clinical senates and clinical networks** – Clinical networks will be condition or service area specific, and clinical senates ‘are intended to bring together a range of experts, professionals and others from across different areas of health and social care to offer access to independent advice about improvements in quality of care across broad geographical areas of the country’³. Both senates and networks are intended to pool specialist expertise and thereby support the work of CCGs and will be hosted by the NHS Commissioning Board.
- **Health and Social Care Information Centre** – The Health and Social Care Information Centre will be the central point for information collected from NHS and social care organisations in England.
- **Health and Wellbeing Boards** – Health and Wellbeing Boards will have a duty to encourage integrated commissioning between health, social care and public health by bringing together representatives of these sectors.
- **Health Education England (HEE)** – HEE will be established as a Special Health Authority in June 2012. Among its functions will be to promote high quality education and training. It will also authorise and support Local Education and Training Boards (LETBs).
- **Health Research Authority (HRA)** – The HRA will be a new organisation to oversee the governance and regulation of health research.
- **HealthWatch England** – HealthWatch England will be established to support local HealthWatch. It will sit as a statutory committee of the CQC. HealthWatch England will be tasked with representing people using health services at a national level and will have a role in advising CQC to review services where appropriate.
- **Local Education and Training Boards (LETBs)** – It is expected that the current education and training functions of SHAs and postgraduate deaneries will be undertaken by LETBs.
- **Local HealthWatch** – Local HealthWatch will act as a point of contact for individuals, community groups and voluntary organisations when dealing with health and social care and will have a representative seat on the Health and Wellbeing Board.
- **Monitor** – Monitor will be the economic regulator for all NHS funded services. All providers of NHS healthcare services, unless exempted, will need to hold a licence with Monitor, which will maintain and publish a register of licence holders.

3 Department of Health (2011) *Developing clinical senates and networks* (Dear colleague letter from Kathy McLean, 15 September 2011)

- **National Institute for Health and Care Excellence (NICE)** – NICE’s remit will largely remain the same but under the new Act, it will become a Non-Departmental Public Body with its remit extended to also cover social care. NICE will still continue to consider evidence in order to make recommendations on medicines, treatments and procedures.
- **NHS Commissioning Board** – The NHS Commissioning Board will be a statutory and independent board expected to play a central role in the new commissioning and managerial architecture of the NHS, following the abolition of SHAs and PCTs and the establishment of CCGs.
- **NHS Trust Development Authority** – The NHS Trust Development Authority is to be established in summer 2012. The Government says that the Authority will ‘provide governance and oversight of NHS trusts following the abolition of SHAs in 2013.’ Included in its remit is performance management of NHS trusts, financial scrutiny and intervention if NHS trusts are deemed to be poorly performing.
- **Public Health England** – Public Health England will be the new national body overseeing the public health system and will be accountable to the Secretary of State.

Annex

Overview of health and social care structures in the Health and Social Care Bill
April 2013



Source: Overview of health and social care structures in the Health and Social Care Bill, Department of Health, February 2012, www.dh.gov.uk/health/2012/02/bill-factsheets

The Health and Social Care Bill

- To safeguard its future the NHS needs to change to meet the challenges it faces – only by modernising can the NHS tackle the problems of today and avoid a crisis tomorrow.
- The Health and Social Care Bill puts clinicians at the centre of commissioning, frees up providers to innovate, empowers patients and gives a new focus to public health.

Case for change

1. The Government is committed to the NHS's founding principles. However, there is a broad consensus that standing still will not protect the NHS. Modernisation is essential for three main reasons.
2. **Rising demand and treatment costs.** The pressures on the NHS are increasing, in keeping with health systems across the world. Demand is growing rapidly as the population ages and long-term conditions become more common; more sophisticated and expensive treatment options are becoming available. The cost of medicines is growing by over £600m per year.
3. **Need for improvement.** At its best, the NHS is world-leading, but there are important areas where the NHS falls behind those of other major European countries. If we had cancer survival rates at the average in Europe, we would save 5,000 lives a year.
4. **State of the public finances.** Whilst the Government has protected the NHS budget, this is still among the tightest funding settlements the NHS has ever faced. Simply doing the same things in the same way will no longer be affordable in future.

Key legislative changes

5. The Government's proposals are designed to meet these challenges, by making the NHS more responsive, efficient and accountable. They draw on the evidence and experience of 20 years of NHS reform.
6. **Clinically led commissioning (Part 1).** The Bill puts clinicians in charge of shaping services, enabling NHS funding to be spent more effectively. Previously clinicians in many areas were frustrated by negotiating with primary care trusts to get the right services for their patients. Supported by

the NHS Commissioning Board, new clinical commissioning groups will now directly commission services for their populations.

7. **Provider regulation to support innovative services (Parts 3 and 4).** The Bill enshrines a fair-playing field in legislation for the first time. This will enable patients to be able to choose services which best meet their needs, including from charity or independent sector providers, as long as they meet NHS costs. Providers, including NHS foundation trusts, will be free to innovate to deliver quality services. Monitor will be established as a specialist regulator to protect patients' interests.
8. **Greater voice for patients (Part 5).** The Bill establishes new Healthwatch patient organisations locally and nationally to drive patient involvement across the NHS.
9. **New focus for public health (Parts 1 and 2).** The Bill provides the underpinnings for Public Health England, a new body to drive improvements in the public's health.
10. **Greater accountability locally and nationally (Parts 1 and 5).** The Bill sets out clear roles and responsibilities, whilst keeping Ministers' ultimate responsibility for the NHS. The Bill limits political micro-management and gives local authorities a new role to join up local services.
11. **Streamlined arms-length bodies (Parts 7-10).** The Bill removes unnecessary tiers of management, releasing resources to the frontline. It also places NICE and the Information Centre in primary legislation.

Factsheet A1 provides an overview of the Health and Social Care Bill. It is part of a wide range of factsheets, all available at:
Web: www.dh.gov.uk/healthandsocialcarebill
Email: healthandsocialcarebill@dh.gsi.gov.uk

FACTSHEET SERIES – HEALTH AND SOCIAL CARE BILL

The full series of factsheets on the Bill include:

A. Overview

- A1. Overview of the Bill
- A2. Case for change
- A3. How the Health and Care system will look (includes a diagram)
- A4. Scrutiny and improvements to the Bill

B. Key policy areas in the Bill

- B1. Clinically led commissioning
- B2. Provider regulation to support innovative services
- B3. Greater voice for patients
- B4. New focus for public health
- B5. Greater accountability locally and nationally
- B6. Streamlined arms-length bodies

C. Cross-cutting themes of the Bill

- C1. Improving quality of care
- C2. Tackling inequalities in healthcare
- C3. Promoting better integration of health and care services
- C4. Choice and competition
- C5. The role of the Secretary of State
- C6. Reconfiguration of services
- C7. Establishing New Bodies
- C8. Research
- C9. Education and Training

Overview and Scrutiny Board 30th May 2012

Pilot of Mobile Devices

Recommendations

- 1) That the Overview and Scrutiny Board comments on progress to date on investigations into the use of iPads and similar devices in Warwickshire County Council.
- 2) That the Overview and Scrutiny Board comments on the outstanding stages of the trial and activities, as outlined in the report.

1.0 Background

- 1.1 The Overview and Scrutiny Board requested an update report on the use of iPads and similar devices in the Council, specifically to include:
 - Planned usage for Members and Officers;
 - Advantages of these devices compared with tablet PCs; and
 - Associated costs
- 1.2 This request relates to one of the major developments/challenges facing ICT departments in organisations, the growth of 'Consumerisation' and 'Bring Your own Device' (BYOD), so named because the ICT developments in the consumer market means that:
 - There is a huge growth in use of new ultra-mobile devices and smartphones to access personal information and systems;
 - For the first time, the technology that staff personally own is likely to be more advanced than the equipment that their employers supply them with; and
 - Staff will increasingly want to use one device, their own device, to access work information and exploit the increased functionality of those devices.
- 1.3 This trend has the potential to dramatically change and improve how technology is used to deliver services to the public and we are seeking to exploit this as part of our customer access work. However, from the perspective of this report it is fundamentally challenging the existing models of ICT delivery inside organisations including:
 - The Security models that we have traditionally used to protect information and the organisation. They are not necessarily suitable for this new approach and will need to be adapted; and
 - The equipment supply and support models, particularly if we adopt a BYOD approach, but there are also changes if we want to adopt the use of corporate supplied devices

1.4 It is recognised in the Industry that Chief Information Officers (CIOs) and Heads of IT must respond to this, and it was recently stated that a King Canute approach to try and stop this is not an option.

1.5 This document reports on our work to date in this area, our plans to develop a formal policy and actions that we are investigating to facilitate and manage this area.

2.0 Work to Date

2.1 Like other authorities, and indeed other large companies, WCC is still at the trial stage of the project. Some of the other councils that have announced formal pilots in this area in the last month include Leeds City Council, Cambridgeshire County Council, Norfolk County Council and Hampshire County Council.

2.2 As part of our new ICT Strategy, which was discussed at the meeting of the Overview and Scrutiny Board on 5th April 2012, has since been approved by Corporate Board and is due to be considered at Cabinet on the 24th May, we have developed both a [Devices Strategy](#) and an Applications Strategy which would both fully support this new world approach.

2.3 Although the Strategy outlines our aim -

“To allow our services to securely and safely reach the maximum number and type of devices, while reducing to an absolute minimum our involvement with each individual device”

- it also recognises that the industry is still at an early stage in the development of this approach, and must also develop ways of utilising legacy applications and infrastructure in the interim.

2.4 As outlined in the Strategy, we have been trialling the use of such devices as a related facet of our Cloud/Google work, as the use of Cloud services support the new device approach through the use of more modern web enabled services, and the requirement for a more information or service centric security model.

2.5 Specifically, we have supplied either iPads or the Android based Samsung Galaxy Tablet to:

- Eight elected members nominated by the Group Leaders, and the majority of Cabinet members;
- All Strategic Directors and all bar two Heads of Service;
- Senior ICT Managers; and
- A dozen other staff specifically identified due to service requirements

2.6 They have been testing the tablets for access to email, Committee information, the wider Internet, and the use of electronic documents in meetings.

2.7 We have also been supporting some staff using corporate and personal smartphones to access their Google email through an Internet browser only. We are deliberately seeking to work with a range of devices to test true BYOD.

3.0 Benefits of the Approach Identified as part of our Trial

3.1 Our trial has identified the benefits associated with these devices that have led to the current increased industry interest in this area:

- We have seen an increased use of electronic facilities and the associated more efficient and effective operation due to:
 - The increased ease of use facilitated by the simpler consumer market user interface and touch screen facilities.
 - Lighter form and greater mobility of the devices.
 - Extended battery life, making it easier to use for the whole day if out of the office, in a Council meeting or with customers.
- Products have immediate start up time both saving time and encouraging use;
- Applications used on the devices are much cheaper – e.g. the PDF annotation facility that can be used to mark-up committee papers costs £2 as opposed to £40 on a PC and does not have the associated annual charges;
- The devices **can** be an alternative to existing equipment and therefore offer potential to reduce costs, e.g. some members now using devices instead of expensive laptops/PC, in some cases device replaces both PC and Blackberry (see issues section as not true for all users);
- Some staff have returned Blackberries and are prepared to use personal phones and personal tariffs to access email. Using personal devices, reduces the cost to the Authority, and avoids people carrying two devices around;
- The increased ease of access has led to some staff working more when 'off-duty';
- Devices can be used from anywhere with Wi-Fi internet access, partners offices, home, coffee shops, etc;
- Ideally it should reduce support costs as we should not provide support to personal devices; however, this is not tested or proven yet, as we have been providing support to corporate supplied devices and have seen significant support requirement from the user base involved;
- The use of the devices has appeared to have led to increased customer satisfaction with the ICT service provision in the Authority; and
- However, most important of all, the use of devices provides more flexible working opportunities in terms of location and time that people work. This is the element of the pilot that has the potential to deliver the greatest benefits through improved services and savings to the Authority through the exploitation of these facilities by elected members and staff, e.g. through use in Councillor Surgeries, public meetings, partners offices, face to face contact with customers.

3.2 To support this report we asked pilot participants if they wanted to provide some feedback on their use to date. A selection of the replies is attached as Appendix A.

4.0 Issues/Challenges Associated with the use of these Devices

4.1 The main issues with this approach are all around Information Assurance. Security, Security, Security:

- Organisations have always had to balance the risk of information security with flexibility and ease of use. Traditionally, we and other organisations have sought to manage this by containing information within our network perimeter and controlling all devices that have access within the perimeter;

- The new world of BYOD and the use of Cloud Services requires that we protect information and services at source;
- While this approach introduces increased complexity for IT organisations and possibly for users as single sign-on becomes more difficult, it does offer tremendous increased flexibility in terms of device and location working, and indeed sharing of information;
- The use of these devices and any BYOD approach certainly increases security risk for information, and along with other organisations we must develop both policies and technical strategies to deal with these;
- There are security approaches that we are employing, exploring and further investigating that can limit storage of WCC information on personal devices; however, policy approach will almost certainly be required as technical strategies will again limit flexibility. It should be recognised that where technical strategies are too restrictive users find insecure ways around them, e.g. sending information to personal accounts; and
- Any use of these policies must also include further training for staff providing a better understanding of their security responsibilities, a permanent on-going challenge we want to address anyway. It will also include more trust of staff.

4.2 The second major issue is around our approach if we choose to use BYOD as an alternative to County Council supplied equipment, rather than just an add-on. This should have the ability to reduce costs for the Authority, but will introduce questions such as:

- Do we provide staff with a contribution to their equipment to incentivise the adoption and increased savings? What are personal tax implications as well as the corporate financial position?
- What support can and should we offer for personal devices? Ideally none. but realistically this is unlikely to be achieved.
- If staff are using their own devices, including phones, do we have a model for refunding them if they are using data allowances and making telephone calls?

4.3 Even if we just consider the use of WCC supplied devices there are a range of questions that we have to fully explore:

- Do we supply these managed devices access to the Corporate network which may be required for access to legacy applications?
- These may just lead to different but in fact extra support.
- Do we supply Mobile access or limit access to just where Wi-Fi facilities are available? Where they replace Blackberries this is not an issue as it can be cheaper.
- What developments will be required to our internally managed Wi-Fi facilities and internet access to cope with potential demand?

4.4 Some more general issues are:

- Do we allow all devices to be used, or only those that meet criteria, e.g. allow encryption?
- Printing from these devices is not currently readily available.
- Documents do not always look the same on different devices as they use a device specific document product. Users need to understand this, e.g. tracked changes not always available.
- Most importantly, these devices do not have the full functionality of PCs. In different apps they will have reduced functionality as they are offering a mobile view to suit internet access and screen size.

- They do not completely replace a PC – but for many users and their applications, do they need the full PC ability?

5.0 What are we doing/do we still need to do?

5.1 Having identified the benefits in the pilot to date we need to:

- Complete our pilot and formally review their use;
- Review and confirm our position on the issues and challenges above and develop a formal statement on our proposed operating model for the use of these devices; and
- Develop a formal business case for their adoption with advice on when they should be procured.

5.2 As part of this we are / and will continue to:

- Develop and update security policies and advice on the use of this equipment. Interim policies and advice are in place;
- Evaluate Mobile Device Management facilities that can provide increased security on devices by restricting flexibility. We must evaluate requirements and capability in this area including if we need it at all for some services. We are sharing intelligence with Coventry and Solihull in this area;
- Test Cloud printing to our new corporate print management facility;
- Consider how the use of such devices could impact on hot-desking and shared office space, e.g. use of fewer shared PCs for some applications but more mobile devices for other services; and
- Review our current charging model for ICT support and Infrastructure that includes a charge per PC. This will be reviewed as part of our Strategic Commissioning Review.

5.3 We plan to evaluate the devices pilot and decision on future roll-out after the Google Mail roll-out. This will avoid confusing the issues and give time to address the challenges identified above. We would therefore anticipate completing this by the end of the calendar year.

5.4 With regard to the specific question of further Elected Member usage, we believe that this will fit very well with offering the option as part of our normal replacement policy after the June 2013 elections. We plan to adopt the same approach as with Blackberries and offer Elected Members the choice of a range of equipment, which at this point we would expect to be at a lower cost than previous packages.

| | Name | Contact Information |
|--------------------|--------------------|--|
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| Portfolio Holder | Cllr. David Wright | cllrwright@warwickshire.gov.uk |

Feedback from Elected Members and Staff involved in the Devices Pilot

| Comment | Author |
|---|------------------------------|
| <p>I am finding the tablet a real help in making very best use of my time - mainly my own! It is so handy to switch on and deal with messages and issues as they crop up - I am spending time in the evening sometimes catching up and between meetings.</p> <p>The speed of connection and reduction in paper have been the key benefits for me. I have also handed back the blackberry and I am learning how to make best use of the HTC phone - more of a challenge but getting there!</p> | Sue Evans |
| <p>I have found the tab easy to use and it fits with my style of working. I can follow up issues much easier and quicker. Everything is much easier to organise. I have handed back both my tablet and my blackberry which I only used for email, as I no longer need these items. I do not receive hard copies of papers etc so there must be a significant saving in these new ways of working</p> | Cllr. Heather Timms |
| <p>I have found the move to GoogleMail liberating as I was already using it and I can now access my email from many locations and using varying devices. There is still a lot of learning to do on this and I look forward to finding out more.</p> | Cllr. Jerry Roodhouse |
| <p>For me the tablet has completely transformed the way I work - in a positive way. I think I am more efficient and in the process I have saved some trees!!</p> | Kushal Birla |
| <p>These devices are unquestionably an important step in facilitating members to keep up not just with internal reports (i.e. The paper less office) but in gaining and developing essential skills and knowledge about modern ways of working.</p> <p>It was something of a challenge, though perhaps inevitable, that the shift to Gmail coincided with getting to grips with a new piece of hardware.</p> | Cllr. Tim Naylor |
| <p>In the main it is great</p> | Cllr. Carol Fox |
| <p>I think the tablet (mine is a Samsung) is a valuable tool for modern working. It makes it much easier to communicate and exchange information, to work much more flexibly (without having to be tied to a desk) and is a much more cost effective way of storing and retrieving information (no need for printed copies of everything).</p> | John Betts |
| <p>I very much like the ease and convenience of the Samsung. I have found it easy to down load members papers and to access the internet. It is not quite so easy to go through a process of saving a 'sent' item and then down loading it and so on. It is more difficult to print from it and so for those reasons and one or two others, to me, it is not quite a full computer, but it is more convenient in many other ways.</p> <p>For my quick access to diary, I still find there is a need for blackberry.</p> | Cllr. Izzi Seccombe |
| <p>The iPad has made my life easier. I am now 100% mobile with instant access to email, calendar and web wherever I go. I've also been able to rationalise my kit and now only have phone and iPad to cart around. Gmail and the iPad make this possible with the added benefit of personal and work emails all coming through on one device. I'm not going back!</p> | Monica Fogarty |
| | |

| | |
|---|------------------------------------|
| <p>I have used the Samsung extensively in meetings on the train and at home. 3G connectivity has been essential and overall I wouldn't want to be without it now. Slightly disappointed with the reduced functionality of documents so I tend to use it for reading and sending email.</p> | <p>Mark Ryder</p> |
| <p>My Samsung experience is over a shorter time horizon than most of the others I believe. Overall the experience has been positive Google Mail is a big improvement on Lotus Notes, especially the ability to get in via a variety of different devices without having to worry about synchronisation etc. I like the ability to label incoming emails automatically dependent on sender and/or content - this is a big help with archiving as soon as an email has been read/dealt with. Also the massive storage capability means that my total archive is instantly on tap.</p> <p>My few minus points I think you already know about:-</p> <ul style="list-style-type: none"> • I still struggle slightly with the "conversation view" in Gmail - either to find emails or to be certain I'm replying to the right one. On the HP tablet I can turn this view off, but on the Samsung I can't. • Lack of a printing solution for the Samsung means I'm still mostly using the HP tablet when I'm home. • Logging into WIFI every time I enter a WCC building is a pain! | <p>Cllr John Whitehouse</p> |
| <p>It's a step change. You have to work differently and think differently. It is making a real difference to my productivity. I can finish things 'on the spot' rather than putting them on the to-do list for later.</p> <p>I wasn't sure about having another device to carry about, but using the Samsung, with Gmail enables me to be more efficient. It is more user-friendly and convenient. You have to spend time learning how to use all the facilities on offer though, or it won't offer you the full benefits. Better battery life would make it even better.</p> | <p>Jenny Wood</p> |

Overview and Scrutiny Board 30th May 2012

Financial Review of the County Council

Recommendations

- 1) That the Overview and Scrutiny Board consider the briefing note (attached at Appendix A) asking questions in relation to its content and making recommendations as considered appropriate.
- 2) That the Overview and Scrutiny Board consider whether the attached briefing note should be circulated to all Elected Members as a summary of the overall finances of the County Council.

1.0 Key issues

- 1.1 This report has been prepared at the request of the Chair of the Overview and Scrutiny Board. Its purpose is to ensure that all Elected Members have a consistent set of facts to work from when discussing the finances of the authority. It is not intended to be comprehensive, but rather provide a general overview from which more detailed questions can be derived.
- 1.2 The draft briefing note is attached at Appendix A for the Board's consideration. It aims to answer the following questions:
 - How has the spending of the authority changed over recent years and how is it expected to change further in the future?
 - What is the balance of funding between government grant and Council Tax?
 - Why when we are making so many savings is there still a need to put up the Council Tax?
- 1.3 Subject to any comments and amendments, the Board is asked to consider whether the briefing note should be sent to all Elected Members.

Appendices

Appendix A – Finance Briefing 2012/13, Issue 1

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FINANCE BRIEFING



2012/13 Issue 1

30 May 2012

FINANCIAL OVERVIEW OF THE COUNTY COUNCIL

Introduction

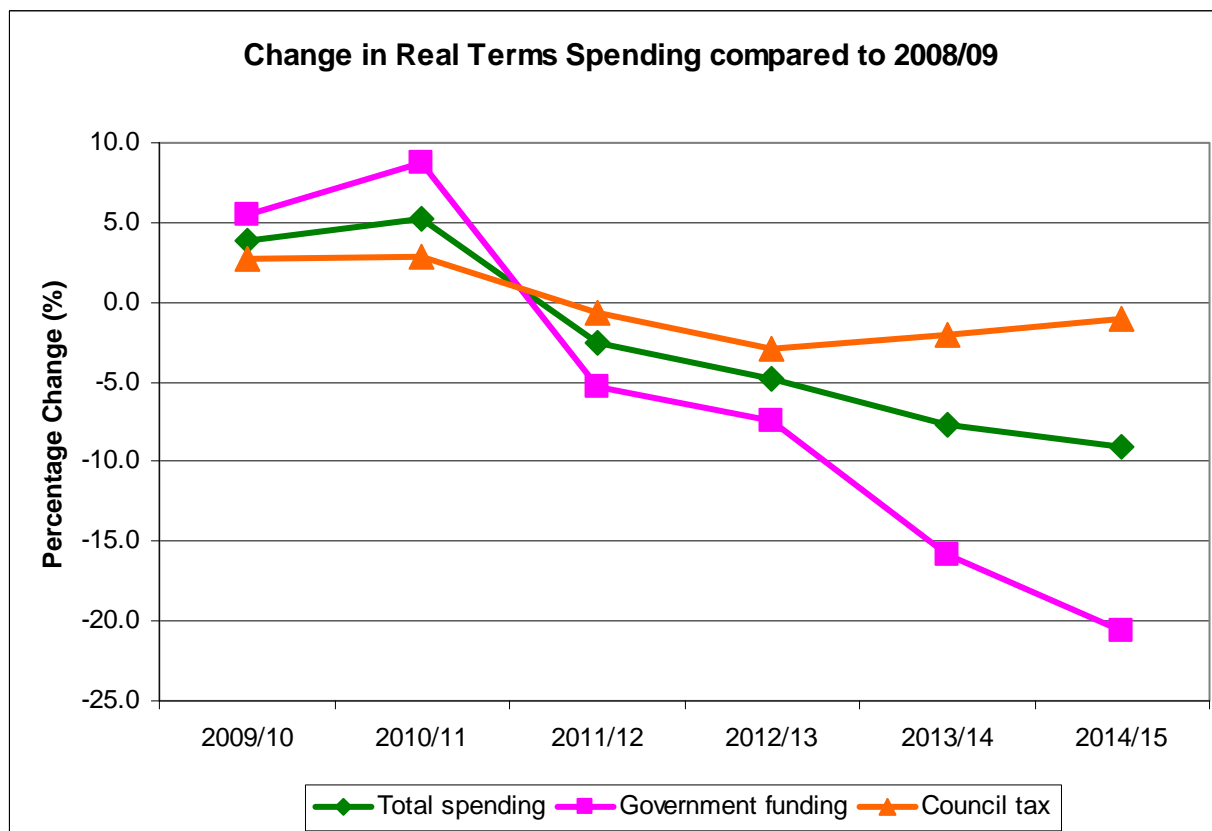
There has been a significant degree of upheaval in the finances of all local authorities over the last two years. This briefing note aims to put this in context by showing the trends in the County Council's spending and how it is funded since 2008/09 and looking forward to 2014/15, the timeframe of the current Medium Term Financial Plan.

Summary

The table below shows how the spending and funding of the County Council is expected to change between 2008/09 and 2014/15.

| | 2008/09 Outturn £m | 2009/10 Outturn £m | 2010/11 Outturn £m | 2011/12 Budget £m | 2012/13 Budget £m | 2013/14 MTFP £m | 2014/15 MTFP £m |
|----------------------|--------------------------|--------------------------|--------------------------|-------------------------|-------------------------|-----------------------|-----------------------|
| Service Spending | 363 | 381 | 398 | 388 | 388 | 383 | 385 |
| Funded by: | | | | | | | |
| • Government Funding | 148 | 157 | 167 | 153 | 153 | 142 | 136 |
| • Council Tax | 215 | 224 | 231 | 235 | 235 | 241 | 249 |

The graph below presents this information in diagrammatic form, but with the figures shown in real terms, that is, they have been adjusted for inflation.



Notes

The measure of inflation used is the Government's preferred measure of the Consumer Price Index. Spending is total spending excluding schools and pupil related services to eliminate the impact of academy schools

FOR FURTHER INFORMATION CONTACT JOHN BETTS, HEAD OF FINANCE ON 01926 412441, FAX NUMBER 01926 412962, OR EMAIL AT johnbetts@warwickshire.gov.uk

Together the table and graph clearly show the current trend in local authority spending:

- ◆ There has been a significant drop-off in government funding since 2010/11 and this is expected to continue.
- ◆ The pressure to increase the council tax is primarily to offset this loss of government funding and not to increase spending on services. Even with this pressure, by 2014/15 the council tax is forecast to be no higher in real terms than in 2008/09.
- ◆ Once the interplay between Government funding and council tax are taken out of the equation, spending on services has, and is, expected to remain constant in cash terms. The significant requirement to deliver savings is to fund inflation and the increasing demands for services from the most vulnerable members of our community.

Spending

- ◆ The planned spending of the authority in 2012/13 is £388 million, excluding schools and other pupil related services. (This adjustment avoids any distortion of the figures as a result of schools becoming academies).
- ◆ Spending is expected to stay at or slightly below its current level for the next two years.
- ◆ This represents a 6.2% cash increase in spending on services in 2012/13 compared to 2008/09.
- ◆ Inflation accounts for all of this increase and more as, when compared at constant prices, there has been a reduction in spending on services of 5% between 2008/09 and 2012/13.
- ◆ Therefore, all of the increased demand for services, primarily from the ageing population and safeguarding for vulnerable children, along with almost half the cost of inflation has been funded through reductions in spending in other service areas.

Government Funding

- ◆ The most significant financial change for the County Council has been the significant reduction in Government funding since the 2010 Spending Review.
- ◆ From a high of £167 million in 2010/11 it has fallen to £153 million in 2012/13 and is expected to fall further, to £137 million, by 2014/15. These forecasts of future trends have not been adjusted to reflect the local retention of business rates from April 2013 onwards.
- ◆ Government grants fund 40% of spending on services. This has dropped slightly from a high of 42% in 2010/11 and is expected to drop further to nearer 35% by 2014/15.

Council Tax

- ◆ The level of council tax on a given property has been unchanged since 2010/11.
- ◆ Additional funding, equivalent to the income from a 2.5% increase in council tax, has been provided by the government where an authority chose to freeze the council tax. This grant is included in the government grant figures above.
- ◆ The financial plans of the authority going forward are based on an assumption of a 2.5% annual increase in council tax. However, the final level of council tax in any year is agreed as part of the annual budget setting meeting in February.
- ◆ Even with these increases, after adjusting for inflation, the level of council tax in 2014/15 is expected to be 1% lower in 2014/15 than in 2008/09.

Debt Financing

- ◆ 10% of the authority's spending is to service its debt. This has increased from 8% in 2008/09.
- ◆ The authority's debt has been accumulated in the purchase, creation and maintenance of assets worth £1.2 billion.
- ◆ None of the authority's debt has been used to subsidise the revenue budget. This will continue to be the case, as a local authority is not allowed to borrow money to fund its day-to-day activities.

Overview and Scrutiny Board 30th May 2012

Social Media

Recommendations

- 1) That the Overview and Scrutiny Board consider the report and comment on the progress being made on the use of social media by Warwickshire County Council.

1.0 Key Issues

- 1.1 The update to Overview and Scrutiny Board will include an overview of the use of an innovative new communications channel and how that can most effectively be used within local authorities to help engage with local communities.
- 1.2 The report attached at Appendix A provides an overview of the benefits of social media, in addition to an outline of the following seven case studies that were undertaken:
 - Warwickshire Museum: Oisin the Deer (Twitter)
 - WCC Communications: Online news audio clips (AudioBoo)
 - County Arts Services: Creative Warwickshire (Flickr)
 - Warwickshire Library and Information Service: News and events (Twitter)
 - WCC Schools: Education news (Twitter)
 - Warwickshire Direct: Information and customer service (Twitter)
 - Warwickshire Fire and Rescue Service (Twitter)

Appendices

Appendix A – Social Media Case Studies

| | Name | Contact Information |
|--------------------|---------------|--|
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| Head of Service | Kushal Birla | kushalbirla@warwickshire.gov.uk |
| Strategic Director | David Carter | davidcarter@warwickshire.gov.uk |
| Portfolio Holder | Cllr Hayfield | cllrhayfield@warwickshire.gov.uk |



Warwickshire County Council Communications
Social Media Case Studies

Introduction

Social media has huge potential to help local authorities to share information instantly and more widely, and to engage traditionally hard-to-reach audiences. The new platforms present opportunities for 'conversation' with citizens who would not normally attend public meetings or take part in formal paper or online surveys. The use of social media allows councils to interact with more local residents, and to counter perceptions that local government is overly bureaucratic and remote.

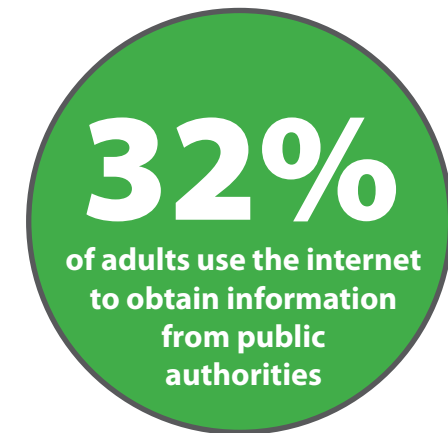
Against the backdrop of unprecedented budget cuts WCC is piloting the use of social media to move customers to more cost effective channels to make savings whilst also improving the experience of the customer.

Research by The Society of Information Technology Management (Socitm) on customer service interactions list web transaction costs at 27p on average, compared with phone transactions of £3.22 and face-to-face transactions of £6.56. If we can shift more business online we will save money.

Warwickshire County Council (WCC) established a Social Media Board (SMB) in 2011 to guide colleagues in their use and set standards - via a set of policies and protocols - to ensure

appropriate, quality output. The SMB approved a total of 29 pilot projects to test these arrangements and learn more about how social media might promote the council's work and enhance its reputation with the wider public.

The following case studies describe seven of those projects, which were reviewed in 2011.



| | Page |
|---|-----------|
| 1 Warwickshire Museum: Oisin the Deer (Twitter) | 4 |
| 2 WCC Communications: Online news audio clips (AudioBoo) | 5 |
| 3 County Arts Services: Creative Warwickshire (Flickr) | 6 |
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| 6 Warwickshire Direct: Information and customer service (Twitter) | 9 |
| 7 Warwickshire Fire & Rescue Service (Twitter) | 10 |



Social media in brief

Used effectively, these media can be an excellent way to start a conversation with our target audiences by informing, connecting, and attracting them to our services.

Social media is much more than a teenage obsession. Usage is not confined to the under-30s, but increasingly mainstream. Snapshot research published in September 2011* suggested more than half of all over-65s were using Facebook regularly, and concluded that use of social media was 'endemic' across UK society.

Five of the WCC case study pilots used Twitter, one AudioBoo, and one Flickr. These are briefly described, along with Facebook, below:

75%

of UK adults use the internet - equivalent to **324,825** adults in Warwickshire

200,000

people visit the Warwickshire Direct website each month

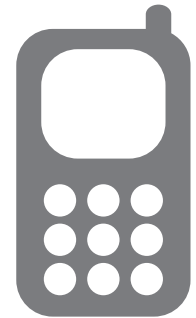


39%

of people over 65 use the internet - that's around **42,000** over 65 year olds in Warwickshire

27%

of mobile phones are used to access the internet - that's roughly **105,000** mobile phone users in Warwickshire



twitter

Twitter is an online social networking service enabling users to send and read short, text-based posts known as 'tweets'.

audioBoo

AudioBoo is a mobile and web platform for sharing audio clips.

flickr

Flickr is an image and video hosting site that allows users to upload and share photos and clips.

facebook

Facebook is a social networking utility that allows registered, 'profiled' users to exchange messages with 'friends' or to join common interest user-groups.

* Research published by PR and social media specialists umpf based on a sample of 2,387 UK adults surveyed by polling agency You Say Pays in July 2011.



Case study 1 Warwickshire Museum: Oisín the Deer

@oisinthedeer

Warwickshire Museum set up a Twitter account as Oisín the Deer. The cartoon-style character, whose name - which means 'young deer' in Gaelic - was chosen by a public vote, represents an extinct giant deer from Ireland whose skeleton is on display in the Market Hall Museum, Warwick.

Aims

To create a social media presence for WCC's museum services to help them attract new users and reach target audiences.

Operation

The Keeper of Geology has overall responsibility for the Twitter account which is administered by museum web managers. Museum service staff are encouraged to suggest subjects for tweets. Oisín has been used to promote the museum's work by sharing information on activities, events, collections, exhibitions, and what goes on 'behind the scenes'.

Interaction

To encourage dialogue, the museum service regularly posts photographs of mystery



objects on Twitter, inviting tweets guessing what they might be. Oisín reveals answers a week later. Warwickshire Museum also took part in 'Ask a Curator' day, answering tweets about the collections. Interaction is further encouraged by asking people to help with local records - by tweeting sighting of hornets, for example. And the museum sends personal replies to tweets received.

Results

Press releases launching Oisín attracted strong media attention with coverage in newspapers around the county. During the first five months, the museum tweeted 225 times and gained 207 followers. These included several parent groups and a number of regional and national museums.

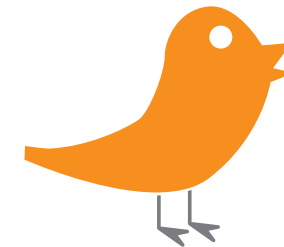
Lessons learned

Oisín and Twitter have helped the museum service to communicate with people it would not otherwise engage. They also have proved to be an excellent tool for engaging with the museum's peer group. Oisín has developed his own personality and museum staff are continuing to explore his - and Twitter's - further potential. Figures for the end of February 2012 show progress made with a total of 896 followers and 2,636 tweets received.

869
followers



2,636
@ mentions



Case Study 2 WCC Communications: Online news audio clips

warwickshire.gov.uk
[@wcc_news](https://twitter.com/wcc_news)

WCC Communications team set up an AudioBoo account so they could post audio clips, relating to news and publicity campaigns, online. They were unable to do this directly onto the WCC website.

Aims

To make news and communications clips available to users of the WCC website with just one click to play - and no software compatibility issues. In addition, using AudioBoo meant audio clips could be simultaneously tweeted, via a link, to followers of WCC news on Twitter.

Operation

A total of 39 audio clips were hosted on AudioBoo, with accompanying still image when available. The length of clip ranged from 4 seconds (soundbite) to 3 minutes 43 seconds (radio play). A link to the WCC news AudioBoo account was placed on the front page of the Warwickshire Direct website.

Content

Topics covered by the clips included community forums, consultation on residential

care, the Safe in Warwickshire campaign, and the launch of a Fire & Rescue DVD for schools. AudioBoo was used to air a short radio play by school pupils about bullying, band-members of the Crookes talking about their Get it Loud in Libraries gig in Rugby, and a WCC interpreter talking about her experiences for the European Day of Languages.

The pilot project coincided with a six-month period of communications support provided by WCC to Warwick District Council (WDC), for whom clips were made available on a joint WDC and WCC community safety campaign, a WDC graduate recruitment project, the launch of Heritage Open Days, and a dog fouling campaign.

Results

Together the 39 audio clips were played 2,690 times. Eight clips received more than 100 plays and 24 received more than 50 plays each. The most popular clip, played 250 times, featured a WDC dog warden talking about cleaning up after pets. The least-played clip, with 14 plays, was about identifying needs and delivering drug and alcohol services. All the clips were automatically sent to 969 WCC news followers on Twitter.

Lessons learned

AudioBoo provided a solution to the problem of not being able to place audio clips directly onto

39
audio clips



2,690
total plays

the WCC website, and uploading clips onto AudioBoo proved to be easy. The facility to automatically send clips to the growing number of WCC news followers on Twitter was an extra benefit. The relatively high volume of listens, particularly for some clips, exceeded expectations and all clips, covering a very wide range of topics, were played.



Case Study 3 County Arts Services: Creative Warwickshire

[flickr.com/groups/
creativewarwickshire](https://www.flickr.com/groups/creativewarwickshire)

The County Arts Service set up a Creative Warwickshire Flickr Account to allow local artists, both amateur and professional, to share images and/or videos of their work. All kinds of creativity were welcomed including dance, drama, film, fashion, animation, visual arts, writing, crafts and photography.

Aims

To showcase and celebrate creativity in Warwickshire.

Operation

The Head of Arts has overall responsibility for the Flickr account which is administered by an Assistant Arts Officer.

Interaction

Content is supplied by local artists themselves and is only monitored by County Arts for inappropriate postings, not editing or selection purposes. Anyone who registers with Flickr can post comments on the works displayed, creating a 'community' and giving the artists valuable feedback.

Results

After six months the account had 34 members who between them had posted 191 images. Contributors were wide-ranging and included well-known commercial artists, amateur painters and photographers, and umbrella users - project leaders and facilitators - using the Creative Warwickshire Flickr account to share images of collaborative projects with participants and stakeholders.

Lessons learned

No inappropriate images or comments were posted during the pilot project. The wide range of contributors and high quality of work displayed exceeded expectations. Some of the professional contributors had no previous, regular contact with County Arts. Looking to the future, growing the number of umbrella users, in particular, would help Creative Warwickshire to reach more people. In addition, County Arts planned to use its network of contacts to promote the group as a resource for workshop and project leaders.

The Flickr account requires minimal resources, has attracted strong contributions, and has shown significant growth, with a total of 43 members at the end of February 2012 displaying 291 artworks.

291
artworks



43
members



Case Study 4 Library & Information Service: News and events

@warkslibraries

Warwickshire Library & Information Service (WLIS) set up a Twitter account to share news and details of forthcoming events on an additional platform.

Aims

The original purpose of the account was to provide a mechanism for publishing library service news and countywide events on Twitter, reaching people who might not access the information by other means. This would in turn promote the WLIS website.

Operation

The account is administered by the WLIS Electronic Officer. The vast majority of tweets during the pilot phase were taken from WCC's corporate events and news feeds. Additional ad-hoc postings generally related to practical matters such as information on short-notice library closures and re-openings.

Interaction

The Twitter account was set up to share information in a new way. The underlying aim was to increase visits to the WLIS webpages and there were, initially, no plans to attract followers or encourage interaction.

Results

By the beginning of February 2011 the libraries Twitter account had 87 followers and had received 365 tweets. Followers include local interest groups such as Warwick Mums and What's in Kenilworth, and complimentary businesses like Astley Book Farm. Interest from Warwick Mums led to a number of local mothers using Twitter to get news of children's events at their local libraries.

Lessons learned

News items worked well but events details had to be manually entered. Automatically-generated (RSS feed) events information would otherwise be published too close to event dates to be useful. There was some duplication of late-breaking news, via ad-hoc tweets, with the WCC news Twitter account.

Following the pilot project, WLIS decided to use the Twitter account more proactively to interact with individual customers, authors and groups. As well as regularly responding to customer tweets to answer queries and sort out problems, WLIS now use their Twitter account to promote new stock and recently-introduced services such as free e-book loans. As a result the number of followers and tweets received is increasing. By the end of February 2012 the totals were 338 and 3,154 respectively.

338
followers



3,154
@ mentions



Case Study 5 WCC Schools: Education news

@wcc_schools

The Warwickshire Schools Twitter account was set up for instant, easy-access information-sharing on education matters.

Aims

To provide an easy source of general schools and education news relevant to Warwickshire parents and teachers, including local and national messages.

Operation

The account is jointly managed by two members of the WCC Communications team who update the site daily and regularly interact with followers. Links to more information are provided wherever possible.

Interaction

Residents, schools and professionals use the Twitter account to contact WCC on a range of education issues. In June 2011, for example, topics included museum visits, fostering, school food and anti-bullying campaigns.



Results

By mid-June 2011 the Warwickshire Schools Twitter account had produced 745 tweets and had 257 followers. These included national and local press, local councillors, MPs, education professionals, governors, schools, the county's five district and borough councils, and members of the public. Links to further information on education topics and other key areas, such as family information and fostering services, proved popular.

Lessons learned

The Twitter site has proved to be a very useful tool for communicating not only with the general public but also the local press. Information is regularly used by the local media to showcase work going on in Warwickshire schools and, more widely, to support the county's children, young people and families. By the end of February 2012 the site had 495 followers and had received 461 tweets. It has further potential for growth in terms of both content and customer engagement, as Communications promote the benefits of sharing good practice and showcasing their work to county schools.

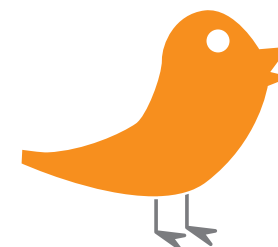
495

followers



461

@ mentions



Case Study 6 Warwickshire Direct: Information & customer service

@warksdirect

The Warwickshire Direct Twitter account was created as part of the drive to provide seamless access to information and services provided by the county's local authorities.

Aims

To improve access to information and customer service.

Operation

The site is jointly managed by two Communications Officers supported by the rest of the news team. Content is updated daily and there is regular interaction with followers. Links are provided to more information wherever possible.

Interaction

Residents, bloggers and professionals use Twitter to contact Warwickshire Direct on a wide range of topics. In June 2011, for example, these included the library consultation, parking issues, road gritting, elderly care, and the launch and associated costs of the new Warwickshire Direct website.

Results

By mid-June 2011 the site had produced 745 tweets and had 274 followers. These included national and local press, local councillors, MPs, Government agencies, the county's five district and borough councils, and members of the public.

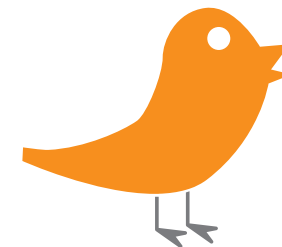
Lessons learned

The Twitter site has proved to be a very useful tool for communicating not only with the general public but also the local press. Information is regularly used by the local media to inform the public about issues and services. Links to more information can be used to great effect, as during the library consultation when Twitter followers were directed to the library consultation blog. At the end of February 2012 the site had 765 followers and had received 1,496 tweets.

765
followers



1,496
@ mentions



Case Study 7 Warwickshire Fire & Rescue Service

[@warksfirerescue](#)

The Warwickshire Fire & Rescue Twitter account was created in January 2011 as an extra platform for sharing information with the public.

Aims

To increase awareness of the range of services provided by Warwickshire Fire & Rescue.

Operation

The account is managed by a member of the Communications team with support from a Fire & Rescue Officer. The site provides information on incidents, news stories, and promotes community fire safety work and school visits. The site is updated on a daily basis and has regular interaction with its followers.

Interaction

During the pilot phase residents used Twitter to contact Fire & Rescue on a range of issues including incidents attended, how to get a free home fire safety check, and tweets from nurseries looking to arrange a fire service visit. In addition, the local press used Twitter to request information on services provided, and the platform was used to respond to negative

media stories regarding changes to Leamington Fire Station.

Results

By mid-June 2011 the site had produced 273 tweets and had 476 followers including national and local press, local councillors, MPs, other fire & rescue services, and members of the public.

Lessons learned

The site has proved to be a very useful tool for communicating not only with the general public, but also with the local press. Information on the site is regularly used by the local media to inform the public about areas to avoid whilst an incident is being managed. It is also used to promote the services provided by Fire & Rescue, focusing on prevention and awareness-raising as well as call-outs and emergencies. At the end of February 2012 the site had received 837 tweets and had 1,451 followers.

1,451
followers



837
@ mentions



Conclusion

Deliver savings:

Whilst social media will not deliver large scale budget savings overnight, there is no doubt that it can make a significant contribution to any targeted channel shift or customer access campaign.

Increase communications reach:

The new social media tools can be used to broadcast information to a wider Warwickshire audience almost instantly. This means that public information can be issued by these new channels, both increasing our communications reach and with very little extra cost.

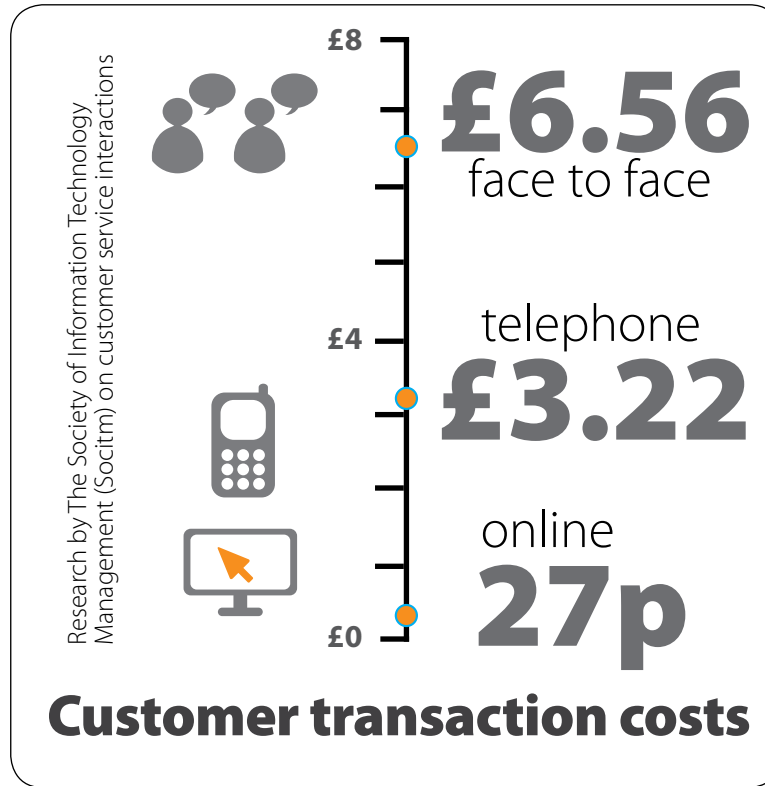
Boost democratic engagement:

Social media can help engage people in elections and government initiatives and consultations giving local people a say in local decision-making.

Boost staff collaboration and communications:

Social media can help improve communications among staff with discussion forums e.g. Yammer.

For further information contact:
Anne Goodey, Social Media Board
01926 412757



46%

of councils use social media for dealing with customer queries

35%

of councils have identified reduced call volumes from using social media

76%

of councils have identified improved service delivery

54%

of councils have identified increased customer satisfaction



Overview and Scrutiny Board 30th May 2012

Work Programme and Scrutiny Review Progress Report

Recommendations

- 1) That the Overview and Scrutiny Board consider the Work Programme and considers the three proposed items for inclusion on the 2012/13 Work Programme, as outlined at 1.3.
- 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 considers the scoping document of the Post 16 Transport Task and Finish Group, as outlined at 2.3.
- 4) That the Overview and Scrutiny Board considers the proposals for Task and Finish Groups, as outlined at 3.2.
- 5) That the Overview and Scrutiny Board considers the updates on actions and recommendations previously agreed by the Board, as outlined at 4.1.

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.
- 1.2 On 10th May 2012, the Centre for Public Scrutiny facilitated the annual Work Programme event for the Overview and Scrutiny Board and Committees. The purpose of the event was to generate discussion between Committee members, Portfolio Holders and senior officers regarding key topics that would benefit from scrutiny input over the next year.
- 1.3 With regard to the Overview and Scrutiny Board, three topics were shortlisted which are now proposed for inclusion on the 2012/13 Work Programme.
 - 1) Property Rationalisation Programme and Modern and Flexible Working
 - How far has the Council progressed and what more can be achieved?
 - What has been the impact on the community?
 - What are the service delivery outcomes?
 - 2) Impact of Budget Cuts
 - Impact on services / community / service users
 - Equality Impact Assessments
 - Future proofing – what are we doing next and are we resilient enough?

3) Community Access to Services

- How well can Communities and individuals access Council services?
- How well is the Council doing on customer service across the organisation?
- How can the Council more closely with communities and individuals in providing services?

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

2.2 As the new municipal year has now commenced, all ongoing Task and Finish Groups will be transferred to a new 2012/13 progress report, which will be presented to all future Board meetings.

2.3 A copy of the scoping document for the Post 16 Transport Task and Finish Group is attached at Appendix C for the Board's approval. Members will recall that the Board approved the establishment of the Task and Finish Group at its meeting on 25th January 2010.

3.0 New Task and Finish Groups

3.1 The Chair and Spokespersons of the Overview and Scrutiny Board agreed at their meeting on 24th April 2012 that future requests and proposals regarding Task and Finish Groups could be approved 'virtually' by the Board, in addition to the formal approval at a meeting of the Board. This is to avoid unnecessarily delaying the commencement of scrutiny reviews.

3.2 Following this agreement, the following proposals for Task and Finish Groups were circulated:

- **Health and Wellbeing Board (C&YP OSC)**
To explore the role of the Health and Wellbeing Board in improving outcomes for children and young people.
- **Academies / Free Schools**
To explore how the local authority will work with academies and free schools in the future, considering issues such as:
 - Access to information (how will we monitor attainment data, admissions etc)
 - School governance arrangements (local authority representation on governing bodies)

- Traded services arrangements (managing risks around supply and demand)
- Contingency plans for academies that fail

3.3 The Chair of the Overview and Scrutiny Board has requested greater clarification on the above proposals and has requested that members consider the proposals further at the meeting before a decision is reached.

4.0 Overview and Scrutiny Board Action Plan

4.1 An Action Plan for the Overview and Scrutiny Board had been created to track any recommendations and actions that are agreed by members at meetings of the Board. The document is attached at Appendix D for information.

5.0 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.

6.0 Briefing Notes

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

7.0 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:

- 25th July 2012
- 3rd October 2012
- 12th December 2012

Appendices:

Appendix A – Draft Work Programme 2012/13

Appendix B – Progress Report on Task and Finish Groups 2011/12

Appendix C – Post 16 Transport Scoping Document

Appendix D – Recommendations and Actions raised by Overview and Scrutiny Board

| | Name | Contact details |
|---------------------------|--|--|
| Report Author | Georgina Atkinson | georginaatkinson@warwickshire.gov.uk |
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| 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
Work Programme 2012/13**

| Item | Report detail | Date of last report | Date of next report |
|---|--|---------------------|-----------------------------------|
| Questions to the Portfolio Holders / Forward Plan decisions | <p>Report which includes Forward Plan decisions relevant to the remit of the Board. (Georgina Atkinson)</p> <p>* 30th May – Question to Cllr Cockburn regarding the Growing Places Fund and the applications received.</p> | N/a | * Standing item for every meeting |
| Transformation through Strategic Commissioning Programme | <ul style="list-style-type: none"> • To scrutinise the delivery of the Programme, including timescales and updates on service reviews. • Final Business Cases to be presented at the discretion of the Chair – additional Board meetings may need to be arranged. (Phil Evans) <p>*30th May – report to include update on recommendation / actions agreed by the Board at 5th April meeting.</p> | N/a | * Standing item for every meeting |
| Overview and Scrutiny review | <ul style="list-style-type: none"> • To consider the CfPS interim report • To consider the results of the O&S Member Survey • To consider any key messages / recommendations regarding the existing O&S arrangements (Janet Purcell) | N/a | 30 th May 2012 |
| Social Media Board | <ul style="list-style-type: none"> • What is the Social Media Board – it's rationale and remit; • Level of member involvement; • Long-term proposals (Anne Goodey / Kushal Birla) | N/a | 30 th May 2012 |

**Overview and Scrutiny Board
Work Programme 2012/13**

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|--|--|--------------------------------|----------------------------|
| Public Health | <ul style="list-style-type: none"> • 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) | N/a | 30 th May 2012 |
| Performance Management (Phil Evans) | <ul style="list-style-type: none"> • Feedback from the OSCs • Key proposals for improvements to performance management • Proposals regarding complaints reporting • Appointment of Member Working Group (Phil Evans / Karen Smith) | 20 th December 2011 | 30 th May 2012 |
| Roll out of iPads and similar devices | <ul style="list-style-type: none"> • When members and officers will be receiving the new kit • What advantages can be expected compared with the existing tablets • What are the associated costs • Possible samples to pass along (Tonino Ciuffini) | N/a | 30 th May 2012 |
| Financial Overview of the County Council | <ul style="list-style-type: none"> • Summary of the overall financial position of the County Council • Key trends over time and the reasons for significant changes. (Virginia Rennie) | N/a | 30 th May 2012 |
| OSC Work Programmes 2012/13 | <ul style="list-style-type: none"> • Reminder of the Terms of Reference of the Board • Copies of each final OSC 2012/13 Work Programme • Identify any issues relating to duplication and coordination. (Georgina Atkinson) | N/a | 25 th July 2012 |
| Property Rationalisation Programme | <ul style="list-style-type: none"> • Update on the Programme • Information on Local Centres (Steve Smith) | 20 th December 2011 | 25 th July 2012 |
| Scrutiny Action Plans | Update on the implementation of recommendations arising from the two Task and Finish Groups. (Georgina Atkinson) | 14 th March 2012 | 25 th July 2012 |

**Overview and Scrutiny Board
Work Programme 2012/13**

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| Scrutiny Recommendations Spreadsheet | Twice yearly update on overall progress of scrutiny recommendations, arising from previously completed TFGs. (Georgina Atkinson) | 14 th March 2012 | 3 rd October 2012 |
| Big Society Fund | <ul style="list-style-type: none"> • Scrutinise the impact of the Fund • Scrutinise the performance of the community groups • Scrutinise the effectiveness of the services (Nick Gower-Johnson) | 20 th December 2011 | 12 th December 2012 |
| Review of the ICT Strategy | <ul style="list-style-type: none"> • Scrutinise the impact of the Strategy • Key performance measures achieved (Tonino Ciuffini) | 5 th April 2012 | TBC |
| Police and Crime Panels | <ul style="list-style-type: none"> • Composition and role • Member involvement • Link with CSP scrutiny (Jane Pollard / Georgina Atkinson) | N/a | TBC – once the PCP composition has been clarified. |

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

| Topic | Reports to Parent Committees | Status | Comments |
|--|--|--------------------|--|
| <p>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)</p> | <p>This is expected to report to Adult Social Care & Health OSC in February 2012</p> | <p>Live</p> | <p>Despite the HOSC's recommendation that there should be a period of informal engagement, rather than full formal consultation, the Arden Cluster Board approved the commencement of a 12-week full formal consultation from 14 May 2012. The Task & Finish Group will review progress of the consultation at 30 days and 60 days to consider: where the consultation document has been issued; what meetings have taken place and are planned; the level of responses received so far etc. It will also produce a draft response to the consultation on behalf of the HOSC, which would need to be approved and submitted by the closing date of 6 August 2012.</p> |
| <p>Older Adult Mental Health Services Cllr Jerry Roodhouse (Chair), Cllr Peter Fowler, Cllr Sid Tooth</p> | <p>Adult Social Care and Health OSC – 15 February 2012</p> | <p>Live</p> | <p>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.</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. The Task and Finish Group is awaiting draft consultation documents from the PCT.</p> |

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

| Topic | Reports to Parent Committees | Status | Comments |
|---|------------------------------|-------------|--|
| <p>Post 16 Transport Cllr Peter Balaam (Chair), Cllr Martyn Ashford, Cllr Richard Chattaway, Cllr Tim Naylor, Cllr Clive Rickhards, Cllr Chris Saint</p> | To be confirmed | Live | <p>A copy of the Scoping Document is attached to the Work Programme report for the Board to consider. The Post 16 Task and Finish Group has now met with Heads of Sixth Forms, Reps from Colleges, and will be sending a questionnaire to all of the secondary schools and colleges, as well as head teachers and governors to understand the impact that the change in policy had on their pupils. The Group will also be engaging with the Youth Council and MYPs to get their views.</p> <p>The Group will be collating feedback to all of this, which will be the primary evidence base for making recommendations and the final report is planned to be finalised by the end of July.</p> |
| <p>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</p> | To be confirmed | Live | <p>Amendments have been made to the public consultation documents, based on feedback from the Group. Following a recommendation from the Group, a briefing was given to members following the Full Council AGM on 15th May 2012. Research and benchmarking data is being gathered from other Local Authorities who have already implemented part-night street lighting.</p> <p>Public consultation and engagement is due to begin at the next round of Community Forums and then the feedback from that will be collated by the Observatory and analysed by the Task and Finish Group.</p> |
| <p>Safeguarding Improvement Plan Cllr Peter Balaam, Cllr Robert Hicks, Cllr Carolyn Robbins, Cllr Kate Rolfe, Cllr June Tandy, Cllr Sid Tooth</p> | To be confirmed | Live | <p>Weekly meetings are being held during May looking at different aspects of the Action Plan to address Ofsted's area for improvement (Child Protection, Health, Looked After Children). Members will meet on 30 May to draw together conclusions and agree content for a report to the Children and Young People OSC on 20 June. Based on the</p> |

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

| Topic | Reports to Parent Committees | Status | Comments |
|--|---|------------------|---|
| | | | meetings held so far, it is clear that not all action points will be complete or measurable by 20 June 2012, so members would like this to be an interim report, followed by further review meetings and a final report to be produced later in the year. |
| Quality Accounts Cllr Martyn Ashford, Cllr Penny Bould, Cllr Angela Warner and Cllr Claire Watson | To be confirmed | Live | A Task and Finish Group was set up to consider the Quality Accounts for South Warwickshire Foundation Trust, University Hospitals Coventry and Warwickshire and West Midlands Ambulance Service. These meetings have taken place and the responses of the TFG will be agreed by the full Committee. A special meeting of the ASC&H O&S has been arranged for Thursday 24 May to consider the Quality Accounts for George Eliot Hospital and Coventry and Warwickshire Partnership Trust. |
| Communication with the public and financial accountability Cllr Tim Naylor (Chair), Cllr Carol Fox, Cllr Julie Jackson, Cllr Clive Rickhards, Cllr Angela Warner | Overview & Scrutiny Board 20 th 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 14 th 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 7 th 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 |

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

| Topic | Reports to Parent Committees | Status | Comments |
|---|---|------------------|--|
| 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. |

Scrutiny Review Outline

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| Review Topic (Name of review) | Post 16 Transport |
| Task and Finish Group Members | Councillors; Martyn Ashford, Peter Balaam (Chair), Richard Chattaway, Tim Naylor, Clive Rickhards and Chris Saint |
| Key Officers / Departments | Craig Pratt, Sophie Thompson, Kevin McGovern, Andy Stokes, Yvonne Rose |
| Lead Scrutiny Officer | Martyn Harris |
| Relevant Portfolio Holder(s) | Councillor Heather Timms |
| Relevant Corporate Ambitions | "Raising educational attainment and improving the lives of children, young people and families" |
| Type of Review | Evidence gathering through questionnaires, possible visits, possible select committee |
| Timescales | Review should be completed by 31 st July 2012 |
| Rationale (Key issues and/or reason for doing the review) | <p>A change in post 16 transport policy has meant the complete removal of the subsidy for post 16 transport. From September 2011, students were charged £660 a year to use County Council transport. Members have concern that the charges will impact on the education of young people in the County.</p> <p>The focus of the review is to assess the impact of the changes on the opportunities for education and achievement of young people, particularly those in rural areas.</p> |
| Objectives of Review (Specify exactly what the review should achieve) | <p>The review should ascertain whether the change in policy has disadvantaged young people in Warwickshire, their educational opportunities and/or attainment and to what extent.</p> <p>The review should consider what steps the Council, along with schools and colleges could take to ensure that transport is not a barrier to post 16 education in the County, and make recommendations to the Overview and Scrutiny and Cabinet.</p> |
| Scope of the Topic (What is specifically to be included/excluded) | <p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> • Evidence gathering from Schools, Colleges, Special Schools, Members of the Youth Parliament (MYP's), the Youth Councils (Vox) and the Coventry Solihull and Warwickshire Partnership (CSWP). <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> • Transport for pre-16 students • Denominational Transport |

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| <p>How will the public be involved? (Community Forums, consultation, community groups / clubs, etc)</p> | <ul style="list-style-type: none"> • Meetings with heads of post 16 education • Meeting with Travel to Learn Forum • Consultation with students and possibly parents • Contact with other groups such as the Youth Councils. |
| <p>How will our partners be involved? (Relevant stakeholders, District / Borough reps)</p> | <ul style="list-style-type: none"> • Schools • Colleges • Transport operators may be involved at a later stage (tbc) |
| <p>How will the scrutiny achieve value for money for the Council / Council Tax payers?</p> | <p>It is fair to say that any recommendations with financial implications will no longer be approved by Cabinet and so for scrutiny be in line with Council priorities and perceived as a useful / credible tool, it needs to be more innovative and look for solutions that will either save money or will improve services without additional costs.</p> <p>The Review will seek to find ways of working smarter between Council services, relationships with schools and possibly transport operators to find solutions. This should ensure Post 16 students and their parents are getting better value for money, and schools and colleges are not disadvantaged by the change in policy.</p> |
| <p>What primary / new evidence is needed for the scrutiny? (What information needs to be identified / is not already available?)</p> | <ul style="list-style-type: none"> • Questionnaire responses and other feedback from stakeholders |
| <p>What secondary / existing information will be needed? (i.e. background information, performance indicators, complaints, existing reports, legislation, central government information and reports)</p> | <ul style="list-style-type: none"> • Information regarding the low income criteria used in the post 16 transport policy • Information about how the 16-19 bursary has been distributed amongst students, particularly to cover transport costs • Data from the Warwickshire Observatory relating to Post 16 Students • Information from transport operators on their sales of young person tickets, including term and annual passes |
| <p>Indicators of Success – (What factors would tell you what a good review should look like? What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p> | <ul style="list-style-type: none"> • The review should quantify the impact (if any) the new transport policy has had on the educational opportunities for Post 16 students in the County. • The review should be able to recommend measures which improve access to education for post 16 students |
| <p>Other Work Being Undertaken (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p> | <ul style="list-style-type: none"> • There is currently work being undertaken on the raising of the participation age for young people, from 16 to 17 years in 2013, rising to 18 years in 2015. This could have a large impact on Post 16 education in the County, as young people will have to remain in school, college or work with training until 17 or 18. This could increase the numbers of students attending post 16 education in the County. • The Council carries out continuing work on NEETS, and the current contract with CSWP for IAG services will be renewed in the near future. |

**Recommendations and Actions raised by Overview and Scrutiny Board
2012/13**

| Date raised by the Board | Recommendation / Action | Lead Member / Officer | Board Update | Progress Notes |
|----------------------------|---|-----------------------------|---------------------------|---|
| 5 th April 2012 | Request that the Leader of the Council advise on the Council's strategic position with regard to the future of schools and academies. | Cllr Farnell | TBC | The request has been forwarded to the Leader for response. |
| 5 th April 2012 | Recommend that the Audit and Standards Committee consider the decision regarding the 'Review of Anti-Fraud Corruption Strategy'. | Martyn Harris, Dem Services | Completed | The Committee will consider the Strategy at its 28 th June meeting and any key outcomes will be reported back to the Board. |
| 5 th April 2012 | <ol style="list-style-type: none"> 1. Stress to Cabinet the importance of increased productivity and improved service delivery, as the overall vision of the ICT Strategy. 2. Stress to Cabinet the importance of social media and the role of Elected Members in promoting and being aware of social media as a form of communication. 3. Request that the annual review of the ICT Strategy include a number of key indicators that would demonstrate to members the value of the Strategy in respect of improved service delivery and the achievement of the Council's corporate ambitions. | Tonino Ciuffini and Cabinet | 30 th May 2012 | These recommendations will be incorporated into the Cabinet report as 'Recommendations from the O&S Board'. The report is due for approval on 24 th May (was deferred from April). |

**Recommendations and Actions raised by Overview and Scrutiny Board
2012/13**

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|----------------------------|---|---------------------------------|---|---|
| 5 th April 2012 | Recommend to Cabinet that the decision to delegate powers to Nuneaton and Bedworth Borough Council to remove unauthorised signs from the highway be rolled out across all authorities within the county, if successful. | Cabinet | 30 th May 2012 Completed | This has been noted as part of the Leader's Decision Notice. The Board may wish to explore in future whether any progress has been made with the other authorities. |
| 5 th April 2012 | Request that performance information regarding the impact of the Strategy be available at a future meeting. | Georgina Atkinson | Completed | This has been added to the Board's Work Programme. |
| 5 th April 2012 | <p>1. Request that future scoping documents clearly outline the role of the Portfolio Holders in the service review process.</p> <p>2. Request that other documents, such as the initial options appraisal, also include comments of the Portfolio Holder to clearly demonstrate that they had been involved at decision making stages.</p> <p>3. Request that direct communication be improved with Elected Members with regard to overall progress of the programme and decisions taken at key stages of the service reviews.</p> | Phil Evans and Programme Office | 30 th May 2012 | The requests have been forwarded to Phil Evans and Programme Office to action. |
| 5 th April 2012 | Request that the Overview and Scrutiny Committee Spokesperson always appoint a substitute if they were unable to attend scheduled meetings to discuss the proposed scope of service reviews. | Georgina Atkinson | Completed | All the O&S Spokes have been directly notified of this request. |