

 <b>Executive – 15<sup>th</sup> October 2008</b>		<b>Agenda Item No.</b>
<b>Title</b>	Building on Excellence: One Year On	
<b>For further information about this report please contact</b>	Chris Elliott	
<b>Service Area</b>	Chief Executive's Office	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive 18 September 2007	
<b>Background Papers</b>	Executive 18 September 2007	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes

<b>Officer/Councillor Approval</b>		
With regard to officer approval all reports <u>must</u> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Relevant Director	20.09.08	Chris Elliott
Chief Executive	29.09.08	Chris Elliott
CMT	Email Sent 29.09.08	Chris Elliott, Mary Hawkins, Bill Hunt
Section 151 Officer	Email Sent 29.09.08	Mary Hawkins
Legal	Email Sent 29.09.08	Simon Best
Finance	Email Sent 29.09.08	Mike Snow
Portfolio Holder(s)	Email Sent 29.09.08	Cllr M Doody
<b>Consultation Undertaken</b>		
Please insert details of any consultation undertaken with regard to this report.		
<b>Final Decision?</b>		Yes/No
<b>Suggested next steps (if not final decision please set out below)</b>		

## **1. SUMMARY**

- 1.1 This report updates Members on the progress of the Building on Excellence document, 12 months after it was approved by Executive as the organisational improvement strategy.
- 1.2 It also proposes a number of minor amendments are made to bring the strategy in line with current circumstances.

## **2. RECOMMENDATION**

- 2.1 That the Executive note the progress made on Building on Excellence over the past 12 months.
- 2.2 That the Executive agree the minor amendments to the Building on Excellence strategy as set out in Appendix B.
- 2.3 It is recommended that the progress on the 10 point action plan, a result of the feedback from Midlands Excellence, is incorporated into the monitoring reports undertaken for Building on Excellence.

## **3. REASONS FOR THE RECOMMENDATION**

In line with good practice, the Authority reviews its core strategies, and the delivery of these core strategies, to monitor progress and make timely revisions if necessary.

## **4. ALTERNATIVE OPTION CONSIDERED**

- 4.1 To not report which could lead to Members not being fully aware of the current position.
- 4.2 To not report or make amendments which may impact on the effectiveness of the strategy.
- 4.3 Neither of the above options were considered consistent with the adoption of good practice and improvement.

## **5. BUDGETARY FRAMEWORK**

- 5.1 The recommendations contained within this report are consistent with the previously agreed budget allocations for the Building on Excellence strategy and require no additional funding.

## **6. POLICY FRAMEWORK**

- 6.1 The recommendations contained within this report are consistent with the agreed policy framework.

## 7. BACKGROUND

### 7.1 Building on Excellence: Drivers – Motive for Action

7.1.1 In the original Building on Excellence document, agreed in November 2007, a number of drivers were mentioned to describe the external environment in which we were working. Since the document's publication a year ago, there have been changes to the drivers and new circumstances are impacting on the original plans. The original drivers are listed below;

- a. The Local Government White Paper
- b. Local Strategic Partnerships
- c. Replace CPA with CAA
- d. The Comprehensive Spending Review
- e. The Varney Report
- f. The Lyons Review
- g. The Climate Change Bill
- h. A new Corporate Strategy following the May elections
- i. A review of the Community Plan as it is transformed into a Sustainable Community Strategy
- j. The Regional Spatial Strategy
- k. The Regional Economic Strategy
- l. The Warwickshire Local Area Agreement
- m. A Core Strategy for the Local Development Framework
- n. Community cohesion
- o. The Children's Act
- p. Various anti discriminatory legislation
- q. Civil Contingency Act

7.1.2 Many of the drivers above are still relevant, however the focus of some may have shifted and additional drivers have arisen. Summaries of the key changes to our drivers and new drivers are below.

7.1.3 **Comprehensive Spending Review 2007** : the Government's grant allocation in 2007 covers three years. During the three years through to March 2011, we will need to reduce the Council's revenue budget by at least £1.35m to enable our books to be balanced. This requires a fundamental look at our priorities and the way we provide services.

7.1.4 **Credit Crunch** : the Credit Crunch not only has the potential to affect our financial investments, but is likely to have knock on effects for defaults on Council Tax payments and Housing Rent Arrears. It is also likely that plans for reviewing our portfolio of assets (including leases and potential sales) will be impacted by the credit crunch and may undermine some of the proposals for regeneration and the reorganisation of our assets.

7.1.5 **Community Empowerment White Paper (Communities in Control)** : The White Paper sets out the Government's view on how to provide ways to pass power to local communities and citizens, giving them real control over local

decisions. The stated aim is to recognise and support both representative and participatory democracy. Specifically the White paper includes proposals to :

- a. Develop a new duty on councils to promote democracy
- b. Extend the duty to involve local people in key decisions
- c. Support more Volunteering
- d. Develop a duty to respond to petitions
- e. Require participatory budgeting to allow local people to have direct influence over how some public budgets are spent locally.
- f. Promote voting
- g. Encourage more Community engagement in planning
- h. Develop a toolkit for Tenant Management Organisations on encouraging involvement in neighbourhood management issues
- i. establish direct access for young advisors
- j. improve accountability the Government proposes raising the profile of the overview and scrutiny
- k. encourage more assets and land to be transferred to local community ownership.

**7.1.6 Comprehensive Area Assessment and Use of Resources assessment :** Comprehensive Area Assessment (CAA) will be the government's new assessment framework (replacing CPA) from 2009. It has two main parts. The first looks at how organisations across the County and the District work together to improve the quality of life for local communities and the extent to which this reflects the priorities of local people. The second looks at how effectively Warwick District Council is managing its resources and what our direction of travel is. This second part includes a broader look at our resource management going well beyond finances to include, assets, people, performance management, knowledge and so on.

**7.1.7 Local Area Agreement 2008 :** We have signed up to a new Local Area Agreement for Warwickshire. This includes approximately 35 targets which we and our partners are committed to delivering.

**7.1.8 Sustainable Communities Act :** The Sustainable Communities Act 2007 aims to promote the sustainability of local communities. It begins from the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need central government to act to enable them to do so.

Its central purpose is to provide a channel for local people to ask central government to take action. Local Authorities are key bodies in the process. All proposals must be made by local authorities but have to be based on the views of local communities as proposed by local Panel(s). Proposals must take account of the views of under-represented groups.

**7.1.9 Sustainable Communities Strategy 2008 :** This sets out the objectives and an action plan that we are planning to deliver with our partners to improve the quality of life in Warwick District

**7.1.10 New Equalities and Diversity Standard :** This is due out in January 2009 and once published this will be used to review our approach to Equalities and Diversity.

**7.1.11 New Ways of Thinking :** Systems Thinking involves a fresh way of looking at how we can improve our services and processes with a focus on the customer. We

have begun to trial and think about how this approach might help with the delivery of our priorities, budget and with the drive to become one organisation

## **7.2 Progress on becoming World Class by 2012**

- 7.2.1 For a number of years we have sought to be an “Acknowledged Excellent Council”. But as that has now been achieved and we have new challenges to face, it is time for us to move on. However, we must forget or set aside our past achievements, for example, our 2004 ‘Excellent’ Comprehensive Performance Assessment (CPA) rating. So if the organisations’ mission has to change – then our task must be to become World Class.

Our progress to date on our mission has progressed well, as we have already achieved our targets for two of the areas of focus.

### **7.2.2 Area of Focus : High Quality, Value for Money Services**

In 2008 WDC received the Midlands Excellence Award and the special award for Corporate Social Responsibility. This award, based on the EFQM model and peer assessment, demonstrated the quality of the organisation. However, whilst the Award highlighted our achievements as an organisation, it also helped us to recognise further areas for improvement. The main areas for improvement have been formulated into a 10 point improvement plan, based around the five key EFQM categories.

#### **7.2.2.1 Leadership**

1. Demonstrate and promote the key role of EFQM in driving improvements to achieve our 2012 World Class Targets
2. More visible leadership to support a clear mission, vision and values by for example leaders (CMT and SAMs) attending team meetings, regular affirmation of the values by leaders and more regular visits to workers outside Riverside House

#### **7.2.2.2 Policy and Strategy**

3. Improve approach to Benchmarking to ensure we are learning from world class organisations and using this learning to drive improvements (for example use of the EFQM benchmarking group and participation in the Times Top 100 list)
4. Encourage creativity and innovation amongst all staff to ensure we utilise the talents of our people to maximise improvements to our policies and processes (for example by more imaginative use of displays, more facilitated discussions to encourage ideas generation and involving staff in service and process reviews)

#### **7.2.2.3 People**

5. Identify and develop the number, skills and competencies of staff required to deliver mission, vision and values
6. Develop a clear communication strategy with staff to ensure staff understand the mission, vision and values and to ensure there are opportunities for staff to contribute to the direction of their service

#### **7.2.2.4 Partnerships and Resources**

7. Review partnership policy and drive focused improvements to partnerships to ensure partnerships align with Council priorities
8. Ensure value for money is at the heart of improvement activity

#### 7.2.2.5 Processes

9. We need to do more to set clear and relevant targets for improvement and back this up by improving the way we **measure the impact of change**
10. Develop a clearer and more consistent approach to **process management and improvement** which involves staff

7.2.3 *It is recommended that the above actions are incorporated into any future Building on Excellence updates as seen in Appendix A.*

### 7.3 Area of Focus : **Good Employer**

Our target to demonstrate that we are a good employer was to appear in The Times 'Best Council to Work For' list. We achieved this in September 2008 – appearing in the Top 25. However, we will continue work to become an even better employer. For example, the work on Reward and Recognition detailed in Appendix A is designed to further improve our standing as a good employer. This is important, as being recognised as a good employer will encourage people to join us and other staff to stay and ultimately, a good employer gets better results from its staff.

Work is underway to benchmark with the some of the 21 Councils who finished above us in the list and to analyse the result of the Time Top 100 survey in more detail to understand the key areas for improvement if we are to progress up the list.

### 7.4 Other Areas of Focus : **Working in Partnership, Community Leadership and Customer Focused**

Work is underway to achieve the remaining three markers put in place to show our progress towards being World Class by 2012. For example, the information in Appendix A highlights the progress we are making towards increasing the satisfaction of residents with their neighborhood as a place to live. We are doing this though working in partnership and leading our communities. We are getting to know our communities and customer better to enable us to ensure our work is customer focused. The work we are doing on systems thinking will help us to ensure the focus of our services is the customer.

### 7.5 **Next steps – a One Council Approach**

One area for further development is that of a 'one council' approach. This phrase has two meanings both of which are important to the way in which Warwick District Council progresses.

- 1) To achieve our potential, we all, staff and Members, need to work together. We all share our mission, vision and values and need to unite to achieve these common aims. This means all staff, whatever their nominated role and whichever their service they are directly involved with need to work together to achieve the community's and council's priorities

- 2) To our customer, both the District and the County Council are often just seen as 'the council'. Therefore we have already undertaken significant work towards providing a 'once council' centre with our joint one-stop-shops and the plans for the joint customer service centre. However, whilst we will maintain our identity there is further work planned to enable our customers to access District and Council services seamlessly from a single access point.

## **7.6 Next Steps – Building on Excellence**

In Appendix A, information on the progress to date of each of the main proposals can be seen. Alongside this information is a brief summary of forthcoming actions and the name of the responsible officer.

Appendix A: Building on Excellence progress, actions and responsible officers.

## 8 Proposal - Organisational Values and Competency Framework

Proposal	Progress	Actions	Timescales	Responsible Officer
<p>8.1 Organisational Values</p> <p>As part of the Building on Excellence programme, the values need to be reviewed. It is important to ensure that the values of the organisation are realistic, tangible and clear for everyone to understand and follow. Values should not be restricted to a list but should provide the true foundation for supporting a sustainable organisational culture and real change.</p>	<p>The organisational values have been revised, based on a consultation exercise with staff. They have been published alongside the corporate strategy and will be revisited alongside the strategy later this year.</p>	<p>A piece of work to promote the values across the organisation will be undertaken to once the revisions have taken place.</p>	<p>Promotion of the values will begin in October 2008.</p>	<p>Dave Barber</p>
<p>8.2 Competency Framework</p> <p>Warwick District Council is seeking to introduce an organisational competency framework. The competencies for the Council will be informed by the organisational values, culture and strategy.</p>	<p>The first stage of the preparation work for the development of the competency framework is underway.</p> <p>Consultation has been undertaken with a group of Managers; supervisors and</p>	<p>The competencies will be piloted.</p> <p>Phase 2, the full use of the competency framework, will be introduced in time for the 2009 appraisal process.</p>	<p>October – December 2008.</p> <p>April – June 2009.</p>	<p>Karen Pearce</p>



Proposal	Progress	Actions	Timescales	Responsible Officer
Initially the framework itself will be developed. Work will then continue over a three-year timescale to build and embed the fully-documented framework across all levels within the Authority. This will require the integration of the framework across people management processes, including job descriptions and person specifications, performance management and people development.	union representative.			

## 9 Proposal - A Revised Performance Management Framework

- 9.1 Building on Excellence detailed a series of revisions to the performance management framework. Whilst some revisions discussed in the document have been developed, as the thinking has progressed about the revised PMF, other elements of the proposal have been superseded and timescales have altered. However, whilst the details may have altered, work is underway to improve and strengthen the PMF.

Proposal	Progress	Actions	Timescales	Responsible Officer
9.2 To enable these changes to be delivered there will be an increased level of <b>support</b> from Policy and Performance as the new Framework is rolled out to improve consistency of approach.	There have been series of one to meetings with Service Area Managers which have covered: Reviewing and Identifying Performance Indicators for 2008/9. Introduction to Team Operational Plans (TOPs) and Team Meetings. Data Quality Templates. Review of progress on TOPs and Team Meetings.	Policy and Performance are offering ongoing support.	Ongoing	Dave Barber
9.3 Devise an approach for undertaking <b>service reviews</b> and then to undertake a programme of service reviews.	The approach to service reviews is being developed though work with Mouchel who are one of the West Midlands Regional Efficiency and Improvement Partnership approved consultancies. The REIP are part funding this work.	A programme is service reviews will be determined through the budget preparation work.	October – December 2008	Dave Barber

Proposal	Progress	Actions	Timescales	Responsible Officer
9.4 Agree a <b>programme of services</b> to be <b>reviewed</b> that may be <b>provided jointly</b> with those of other Local Authorities according to an agreed protocol.	The Executive considered a report on the approach to shared services across Warwickshire at its meeting in July. A programme has been agreed as part of the Warwickshire Strategy as well as continuing work with other Councils particularly Stratford.	Conclude joint working discussions with Stratford District Council.  Phase 2 – engage with the Warwickshire Wide Shared Services work	December 2008  2009	Chris Elliott
9.5 The <b>Service Area Plans</b> will bring together more information such as consultation and benchmarking.	2007/08 SAPs did this and were pre-populated with as much information as possible. This work has also been done for 2008/09.	N/A	N/A	N/A
9.6 Once budgets and targets have been approved, a <b>service plan and team operational plan</b> will be developed showing how routine work will be resourced and managed alongside improvement projects.	Most teams now have some kind of Team Operational Plan, though not all, following the guidance sent out earlier in the year and many don't have all the elements suggested.  A review of the use of TOPs during 2008/09 has taken place and was considered by CMT in July.	All appropriate services areas will be expected to have TOPs prepared for 2009/10, once budget decisions have been taken.	To be completed by March 2009.	Dave Barber
9.7 Over time, <b>consideration</b> will be given to <b>replacing Service Area Plans</b> with business cases.	Still being considered as part of work on project and programme management, but nothing agreed or implemented.	There will be a further report on this issue.	September 2009	Karen Pearce
9.8 A <b>competency framework</b> will be developed.	See section above – 8.2	N/A	N/A	N/A
9.9 <b>Service Reviews</b> will be <b>introduced</b> to provide a focused tool for improving performance in priority areas.	See section above – 9.3	N/A	N/A	N/A

Proposal	Progress	Actions	Timescales	Responsible Officer
<b>9.10 Proposed 2007/08 Actions :</b>				
9.10.1 New Corporate Strategy.	A new corporate strategy has been written but will now be revised to align the contents with the LAA and Sustainable Community Strategy.	Once the revisions are agreed by the Executive, the revisions will be communicated.	November 2008.	Dave Barber
9.10.2 Updated resource strategies.	Completed.	N/A	N/A	N/A
9.10.3 Clarification of role of portfolio holders.	Progressed – performance management mentoring for four members of Executive started in July.	Continue mentoring sessions.	Anticipated mentoring sessions will conclude in November 2008.	Dave Barber
9.10.4 Revised format for Service Area Plans.	Done – further changes being planned for 08/09.	N/A	N/A	N/A
9.10.5 Development of service plans and new approach to TOPs.	SAPs developed and new approach to TOPs rolled out.	N/A	N/A	N/A
9.10.6 Transparent prioritisation process.	Done - prioritisation process was explained and used more transparently.	N/A	N/A	N/A
9.10.7 Introduction of Service Panels.	The decision has been taken not to progress Service Panels due to a focus being given to Budget Working Parties.	N/A	N/A	N/A
9.10.8 Pilot Service Reviews.	Not done, but being progressed through work with Mouchel.	See 9.3 above.	N/A	N/A
9.10.9 More rigorous use of business cases for project proposals.	Not done, but being progressed through work with Mouchel.	See 9.7 above.	N/A	N/A
9.10.10 New Corporate Improvement Programme overseen by CIP Board. (CMT plus other appropriate managers)	CIP reviewed , but Programme Board has not yet been set up. Part of plans for Programme Management.	Programme Board is to be established.	November 2008	Karen Pearce

## 10 Proposal – Technology

- 10.1 The technology proposal included a number of strands of work designed to improve customer service and reduce costs by maximising the use of the technology available to the Council, its managers and staff. The progress on the areas of work is as follows:

Proposal	Progress	Actions	Timescales	Responsible Officer
10.2 Commencing the <b>roll out of the ERDMS</b> and workflow project from 2008 onwards (plan to be agreed).	The EDRMS project has undergone two reviews; an officer review, which reported in 2007 and a Member review, which reported to Audit and Resources in July 2008.	A report is going to Audit and Resources Committee in October which proposes a new programme due for completion in March 2009.	Agree new programme October 2008.  Complete programme March 2009.	TBC
10.3 Reviewing the <b>Wireless Warwick</b> pilot and roll out if successful.	<p>The Wireless Warwick pilot has been successfully implemented and Members and staff are using the network to facilitate home working. The forecast benefits of ease of setup and flexibility of deployment have been realised. WCC have also agreed to adopt WiMAX for home workers.</p> <p>The use of WiMAX to provide inter site connectivity has not proved financially beneficial if the communications links already exist. WiMAX is cheap to setup compared to using fibre, but its rental costs are higher. For a new site, the cost of ownership over five years with WiMAX would be cheaper than</p>	IPT to be rolled out to selected remote sites.	October 2008	Jane Jack

Proposal	Progress	Actions	Timescales	Responsible Officer
	<p>traditional methods. In the case of Warwick DC, which has existing communications links and will therefore not benefit from the reduced setup costs, it has been decided not to pursue inter site links. However, because the council anticipated savings from replacing its inter site links with WiMAX, Warwick DC has decided to charge Freedom4 rental for its base stations which exceeds the forecast savings.</p> <p>The WiMAX service within the district has been converted from a pilot in to a commercial service with Freedom4 appointing Konnex to lead sales and marketing. Warwick DC is not in a position to directly influence the expansion of the WiMAX network, but the hope is demand will lead to its eventual growth.</p> <p>IPT telephony was also included under Wireless Warwick. IPT telephony has been successfully implemented at Riverside House.</p>			

Proposal	Progress	Actions	Timescales	Responsible Officer
10.4 Reviewing the strategy for the <b>PC Replacement programme</b> to help encourage more agile ways of working and developing new <b>policies and procedures</b> to assist the take up of <b>agile working</b> .	Discussions are taking place between ICT and HR to develop new policies and procedures to assist the take up of agile working. WDC has purchased and is committed to the use of Microsoft Office Sharepoint Server 2007 (MOSS). It is anticipated that this system will enable improved collaborative working, assist agile working and improve file storage.	<p>Policies (to include the use of the PC replacement programme) should be complete by March 2009.</p> <p>Pilots for MOSS are due to start in ICT and Policy.</p> <p>Once all computers have been upgraded to Microsoft Office 2007, planned for December 2008, then a timetable for rollout can be drawn up.</p>	<p>March 2009</p> <p>October 2008</p> <p>December 2008</p>	<p>Karen Pearce</p> <p>Jane Jack/ Dave Barber</p> <p>Jane Jack</p>
10.5 Providing continued support to services undertaking <b>business process re-design</b> .	With exception of minor input in to Planning, there has been little progress in this area. This is because the EDRMS work is being reviewed and is no longer the core driver for BPR work. At the same time a corporate approach and set of priorities for process improvement has not been finalised. Work with Mouchel is now progressing to identify fresh approaches and to work with the management team to identify priorities for action.	See 9.3 above.		

Proposal	Progress	Actions	Timescales	Responsible Officer
10.6 Providing <b>training</b> for and require <b>managers to lead</b> on such activities ( <b>BPR</b> ) in their service areas.	Mouchel have been appointed to provide training for managers. Training for service managers was completed in July. Further training will be provided as and when appropriate for other managers.	N/A	N/A	N/A
10.7 Providing <b>support</b> for <b>managers and staff</b> in the <b>transitional periods</b> of change.	As part of the BoE reorganisation, the HR team and Policy and Performance Team have been brought together under one service partly with the intention of providing better support during periods of transition.	Part of the Budget and Improvement Programme will focus on support for managers and staff with transitional change.	Ongoing	Karen Pearce
10.8 <b>Review systems administration</b> to ensure that the existing technology remains fit for purpose.	The identification of system owners and their roles and responsibilities is underway.	Areas of specific weakness have been identified and the service areas concerned are seeking to amend job descriptions or roles accordingly		Service Area Managers



## 11 Proposal – Reward and Recognition

Proposal	Progress	Actions	Timescales	Responsible Officer
<p>11.1 That a <b>Success Fund</b> of £8,000 be established that will incorporate the following:</p> <ul style="list-style-type: none"> <li>A link to the Performance. Management Framework Review.</li> <li>A review of the Team Award and the Staff Suggestion scheme to fit in with the principles of the success fund.</li> <li>Rewarding performance on a quarterly basis.</li> <li>Clear rules for judging.</li> <li>Recognition for teams of people.</li> <li>Encouragement for staff participation in surveys.</li> <li>Use to reward demonstrations of new ways of working.</li> <li>Use to reward good people management.</li> <li>Use to reward use of technology to improve service/reduce costs.</li> </ul>	<p>Initial work has been undertaken to draw up reward and recognition proposals, in line with those in Building on Excellence. The next step is for the Organisation Development and Performance Improvement Management Team to present the proposals to CMT in the Autumn.</p> <p>Employees have been encouraged to participate in the Times Best Council to Work for Survey, as the Council pledged to donate £1 to the Chairman's Charities for every completed survey.</p>	A paper with proposals will be taken to CMT.	October 2008	Karen Pearce
<p>11.2 That the Council investigates a process for <b>supporting staff</b> to play an active part in <b>community engagement</b>.</p>	The foundation work on the development of a policy which will enable staff to play an active part in community engagement has been undertaken.	A paper with proposals will be taken to CMT.	October 2008	Karen Pearce

## 12 Proposal – Neighbourhood/ Locality Working and Joined Up Customer Access to Services

12.1 The information below relates specifically to the progress on the proposals in the original Building on Excellence document. For further information please refer to the Neighbourhood Working Agenda Item.

Proposal	Progress	Actions	Timescales	Responsible Officer
12.2 Base <b>neighbourhood working</b> on the existing safer neighbourhood areas but expand their role.	Warwickshire County Council and Warwickshire Police Authority have formally committed to supporting the merger of the existing countywide Safer Neighbourhood Panels/PACT panels into broader Community Forums. The majority of the Safer Neighbourhood Panels will become 'Community Forums'.	Executive to consider a report to endorse the proposals.	October 2008	Chris Elliott/ Jenny Murray
12.3 <b>Support these forums via virtual teams</b> of officers e.g. – officers who have responsibility for a patch – housing mgt officer (WDC); street scene officers (WDC); local One Stop Shop Manager (WDC/WCC); highways officer (WCC); Police Sergeant; possibly district nurse; WDC to allocate a Head of Service to each area to help co-ordinate and support work.	The foundations of the virtual teams of officers, who will support the Safer Neighbourhood Panels, from the Joint Areas Partnership Team and WCC are in place.	Nominations at Heads of Service level have been requested. WCC have their officers in place. Once this first phase is completed, the second will begin, which will involve the other partners.	Dependent on the Executive decisions taken on the Neighbourhood Working report at October Executive.	Chris Elliott/ Jenny Murray

Proposal	Progress	Actions	Timescales	Responsible Officer
12.4 In addition, <b>merge as one team</b> : WDC's Community Plan Officer, Policy and Performance Officer – Community Development/Equalities; Community Safety team; Sustainability team; with WCC's Community Partnership Team; Joint WDC/WCC funded community development team; the PCT Public Health Officer; and Police Representation based at Riverside House. Warwick LSP Board to act as Executive Board to oversee work of team and managed more operationally by WCC LAA Co-ordinator and WDC Director.	The Community Partnership Team, consisting of WDC and WCC staff has been established and currently consists of: WDC's Community Plan Officer, Policy and Performance Officer – Community Development/Equalities and WCC's Community Partnership Team. Following the completion of the first stage of the team set up, further discussions with partners will take place regarding the possible expansion of the Community Partnership Team. Community Safety will remain separate from the Community Partnership Team.	Allow the Community Partnership Team time to embed before developing further.	September 2009	Chris Elliott/ Jenny Murray
12.5 Consider <b>LSP Board</b> having a budget to fund actions – may be from LPSA2 grant or from pooling.	A budget of £100,000 has been allocated from the LAA budget.	N/A	N/A	N/A
12.6 Roll out <b>joint one stop</b>	Whitnash, Kenilworth and	Lillington due to open	October/November	Andrew

Proposal	Progress	Actions	Timescales	Responsible Officer
<p><b>shops</b> (face to face customer interaction) – Whitnash (summer 07), Warwick, Leamington, Lillington (08) in addition to Kenilworth and supported by a <b>joint Customer Service Centre</b> (telephone based customer interaction) based at Shire Hall – to provide seamless service to customer enquiries. Kenilworth, Lillington and may be Warwick centres have potential to become “well being” centres if PCT can be persuaded. Police and other agencies need to be brought on board, there is potential for this at Kenilworth, Warwick, Lillington and Whitnash.</p>	<p>Warwick One Stop Shops are now open. It is anticipated that Lillington will open later this year (08) and progress is still being made on a one stop shop for Leamington.</p> <p>It is not clear whether the PCT are able to participate although the County Council is currently negotiating with the Primary Care Trust about their future engagement in locality working. However, it is recognised that resources are limited at this stage.</p> <p>Plans are well underway for the joint CSC, to be based at Shire Hall.</p>	<p>shortly.</p> <p>Discussions still ongoing with regard to Leamington One Stop Shop and relocation of Customer Service Centre to Shire Hall.</p> <p>Undertake discussions with PCT about Well Being centres for Kenilworth, Warwick and Lillington.</p>	<p>2008</p> <p>Decisions to be made October/November 2008</p> <p>Ongoing</p>	<p>Jones</p> <p>Andrew Jones</p> <p>Andrew Jones/ Chris Elliott</p>
<p>12.7 Set up <b>ad-hoc local groups</b> <u>only</u> in response to specific local issues that cannot be dealt with through safer neighbourhoods or other scrutiny type</p>	<p>This is now an agreed policy.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Proposal	Progress	Actions	Timescales	Responsible Officer
arrangements.				
12.8 Consider what <b>Performance Indicator</b> information could be made available to <b>parishes</b>	Where the geographical nature of the information is available we will be looking to make it available to parishes and local forums. The next step is to decide who we provide the performance indicator information.	Look at our existing performance information and located existing information which is/can be, broken down geographically.	Information available starting April 2009.	Dave Barber
12.9 Consider what <b>local assets</b> might be run by <b>local trusts</b> (such as woodland, Abbey Field's buildings, Pageant House, Leamington Town Hall)	The Council is considering this in respect of Pageant House, Warwick and the Town Hall, Leamington.	Report on Progress to come to the Executive.	December 2008	John McGowan
12.10 Make clear what <b>assets are strategic</b> to the delivery of district wide /county wide services.	Joint property reviews with WCC re planned.	Property reviews in Warwick are underway.	Report on Warwick by December 2008.	Bill Hunt

### 13 Proposal – Organisational Shape of the Council

- 13.1 The Council was restructured as a result of the proposals with new arrangements of service areas within Directorates. New service areas were created to provide cohesive management and improvement to the street scene in the District (Neighbourhood services); greater coordination and resilience for Economic Development (Economic Development and Regeneration); expertise in emergency planning and civil contingencies (Engineering Services); refining of leisure activities to concentrate on core areas (Culture Services); the creation of a single corporate team for business improvement and change, communications and HR

(Organisational Development and Performance Improvement) and a new joint partnership team to take forward community engagement work. Other changes included merging Housing and Property into one unit and the movement of bereavement services to Environmental Health.

- 13.2 Thirteen people were designated at risk of redundancy as a result of the proposed changes to the structure. Once the redeployment process was complete the outcome was that six people gained promoted posts; two people were slotted into equivalent roles to their previous ones; three people took early retirement on the grounds of redundancy and two people remain at risk of redundancy.
- 13.3 The proposals for change were agreed in September 2007; internal recruitment to the new posts was completed by December 2007 and implementation of the structure by April 2008. The process of change has been scrutinised by the Members Trades Union Joint Panel who have made recommendations to the Employment Committee
- 13.4 Structural change is always a process of upheaval but the proposals agreed in Building on Excellence in September 2007 were all implemented within the agreed timescales

#### **14 Proposal – Accommodation Changes**

##### **14.1 Riverside House**

- 14.1.1 By redesigning the layout it has been possible to minimize the number of moves and the need to construct and demolish has also been reduced therefore reducing the cost of the work. With final layouts being 95% agreed on the work to achieve the free space on level 2 it should be possible to have the work completed to make the space on level 2 available for rental by 1<sup>st</sup> November.
- 14.1.2 Chief Executives and Property Directors of our partner and other public sector organisations have been approached to see if they have any accommodation needs which this space might satisfy. Wider marketing to the private sector will begin soon.

##### **14.2 Town Hall**

- 14.2.1 A separate report will come to the December Executive as a number of elements of the proposal have been subject to change, not least the economic downturn.