	Executive – 18th March 2009	Agenda Item No.
WARWICK DISTRICT COUNCIL		

Title	Building on Excellence: 18 Months On
For further information about this report please contact	Chris Elliott
Service Area	Chief Executive's Office
Wards of the District directly affected	None
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No
Date and meeting when issue was last considered and relevant minute number	Executive 18 September 2007; Executive 15 October 2008; Executive 4 February 2009
Background Papers	Reports to above meetings

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

Officer/Councillor Approval

With regard to officer approval all reports _must_ be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).

Officer Approval	Date	Name
Relevant Director	Email Sent 08.03.09	Bill Hunt, Andrew Jones
Chief Executive		Chris Elliott
CMT	Email Sent 08.03.09	Chris Elliott, Mary Hawkins, Bill Hunt
Section 151 Officer		Mary Hawkins
Legal	Email Sent 08.03.09	Peter Oliver
Finance	Email Sent 08.03.09	Mike Snow
Portfolio Holder(s)	Email Sent 08.03.09	Cllr M Doody

Consultation Undertaken

Please insert details of any consultation undertaken with regard to this report.

Policy and Performance; Human Resources Teams.

Final Decision?	No
Suggested next steps (if not final decision please set out below)	
Quarterly Reports on Progress be given	

1.   **SUMMARY**

1.1   This report updates Members on the progress of the Building on Excellence document, 18 months after it was approved by Executive as the organisational improvement strategy.

2.   **RECOMMENDATION**

2.1   That the Executive note the progress made on Building on Excellence over the past 18 months.

2.2   That the Vision and Blueprint of the Budget and Improvement Programme item on this agenda be adopted.

2.3   That the Executive agrees a new 10 point action plan (as set out in 7.2.2 below) to deliver improvements to ensure we focus on the vision and blueprint.

2.4   That the Agile Working/Riverside House Phase 2 and the Town Hall projects be included within the BIP Programme.

3.   **REASONS FOR THE RECOMMENDATION**

3.1   The Council has set out a vision to be World Class by 2012. The proposals that will help the organisation as a whole achieve that vision are set out within the Building on Excellence Programme. It is entirely appropriate therefore that progress on its implementation is regularly reported and makes timely revisions if necessary.

3.2   The Vision and Blueprint are explained in more detail in another report on this agenda but the link is obvious and relevant to the Building on Excellence organisational development strategy. The action plan that stands alongside it, addresses those points where time and additional information require additional issues to be included.

3.3   The key risks and milestones identified in the February Executive report have given rise to consideration to the need to ensure enough staff resource to ensure fulfilment of the proposals and the financial savings. The changes to Riverside house this past year have been dependent upon amongst other things the provision of a staff resource to spend time on the minutae of delivery and engagement of staff and partners. The proposals for further freeing up of accommodation and the transfer of the Town hall to a Trust through up similar issues in terms of demands on staff time. In the context of a reduced size of CMT and number of Heads of Service it is important that an appropriate staff resource is financially supported to secure the savings. Part of the present consultation on further staff changes will enable the staff support to be given to enable these projects to be supported. What is clear though is that they should form part of the BIP Programme which is considered elsewhere on the same agenda as this item so that they can be properly managed as part of an overall programme.

4**.   ALTERNATIVE OPTION CONSIDERED**

4.1   To not report which could lead to Members not being fully aware of the current position. Equally, to not report or make amendments which may impact on the

effectiveness of the strategy. Neither of these options were considered consistent with the adoption of good practice and improvement.

5.   BUDGETARY FRAMEWORK

5.1   The Budgetary position has not altered since it was reported to the last Executive in February. The Budgetary implications are set out in the attached appendices and have been incorporated within the budget for 2009/10 and in the forecasts for the following years.

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 September 2007, a number of drivers were mentioned to describe the external environment in which we were working. Since the document's publication 18 months ago, there have been changes to the drivers and new circumstances are impacting on the original plans and which were reported to the Executive in October 2007. 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, but as reported in October 2008 the focus of some has 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 £1.6m to enable our books to balanced. This requires a fundamental look at our priorities and the way we provide services. The first step has been taken in the recently adopted budget for 2009/10 in which savings of around £400,000 per annum have been identified.

7.1.4 Taking matters further, a Budget and Improvement Programme (BIP) has been developed and is reported to the Executive for consideration on another item of this Executive's agenda. It is entirely consistent with the Building on Excellence Programme, and indeed can be seen to be an outcome of it. It aims to improve performance, be customer focussed while allowing staff to be empowered to make improvements and take responsibility.

7.1.5 **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. The Executive agreed proposals to help counter the credit crunch in December 2008 and in February 2009.

7.1.6 **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.

7.1.7 The Building on Excellence Programme's proposals to develop neighbourhood working will help in some regard address these new legislative requirements.

7.1.8 **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. The latest report on our Use of Resources/Direction of Travel is also on this Executive's agenda and highlights in general the need for the Council to increase the rate of its improvement as it is being caught up by other Councils. The BIP also seeks to address some of the areas of deficiencies. The framework for CAA has just been published.

7.1.9 **Local Area Agreement 2008**: The Council signed up to a Local Area Agreement (LAA) for Warwickshire in 2008. This includes approximately 35 targets which we and our partners are committed to delivering. This is being refreshed and another item on this Executive agenda considers the revised LAA.

7.1.10 **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. The Executive have agreed a process to take this forward locally. Ideas should be forthcoming by July 2009.

7.1.11 **Sustainable Communities Strategy 2008**: This Strategy 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. The most recent version will be coming forward to be considered by the Executive and Full Council at the end of March 2009.

7.1.12 **New Equalities and Diversity Standard**: This was due out in January 2009 but has been delayed. Once published, it will be used to review our approach to Equalities and Diversity. However, there is also discussion that the Warwickshire Authorities collectively adopt a single equality scheme.

7.1.13 **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. This approach is the underlying principle of the Budget and Improvement Programme referred to elsewhere in this report.

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 gone 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 the Council 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. 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
2. Develop and promote leadership competencies which support systems thinking and new ways of working

7.2.2.2   Policy and Strategy
3. 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 the benefit of customers (for example by more imaginative use of displays, more facilitated discussions to encourage ideas generation and involving staff in service and process reviews)
4. Develop and implement an organisational development strategy which support the vision and blueprint and which has systems thinking at it core

7.2.2.3   People
5. Identify and develop the number, skills and competencies of staff required to deliver mission, vision and values including reviewing the skills, competencies and culture required to support the new ways of working demanded by systems thinking
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 and in particular focus on the delivery of the BIP outcomes by reducing failure demand, waste and costs

7.2.2.5   Processes
9. Improve the way we **measure the impact of change** to ensure we measure and improve what is most important to customers and that we stay focused on the customer purpose of our services

10. Review priority processes using lean systems thinking methods to minimise failure demands and waste in the process flows

7.2.3 The Executive agreed at its meeting in October 2008 that the above actions be incorporated into any future Building on Excellence updates.

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 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. In addition the recent Citizens Panel and National Place Surveys will also give us invaluable insight. Officers are also undertaking a project on Customer Insight. This is highlighting the need to take more time to understand our customers' experiences and expectations and to ensure this improved understanding is effectively linked in to some of our core processes such as service planning, policy development, project management and systems thinking improvement work. Further work still needs to be done to identify how to improve customer understanding (both in terms of the processes for doing this and the time to do it), but it is expected that where we do, we will save time and effort later in the flow of our work by meeting customers expectation first time more often.

7.5 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 possible 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   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.

Appendix A – Progress and Actions on Building on Excellence

8   Proposal - Organisational Values and Competency Framework

	Proposal	Progress	Actions	Timescales	Responsible Officer
8.1	Organisational Values 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.	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.	A piece of work to promote the values across the organisation will be undertaken to once the revisions have taken place.	Promotion of the values began in October 2008.	Dave Barber
8.2	Competency Framework 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.	The first stage of the preparation work for the development of the competency framework is underway. Consultation has been undertaken with a group of Managers; supervisors and	The competencies have been piloted. Phase 2, the full use of the competency framework, will be introduced in time for the 2009 appraisal process.	October – December 2008. April – June 2009.	Karen Pearce

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	Ensure our performance management framework evolves to support managers in measuring and managing those aspects of what they do that are most important to the customer	The 2009/10 Service Delivery Plans have been developed in a way which ensures we are focused on the customer purpose of what we do	Over time develop measures which show progress in relation to the customer purpose of what we do	Ongoing	Dave Barber
9.3	Devise an approach for undertaking **service reviews…** ….and then undertake a programme of service reviews.	This has now metaphorised into the Budget and Improvement Programme which will now begin once approved in March 2009.	Initial programme of work to commence in April BIP to be agreed and then implemented.	April 2009 to March 2011 April 2009 - 2011	Dave Barber Chris Elliott
9.4	Agree a **programme of services** to be **reviewed** that may be **provided jointly** 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 (Revised to June 2009) 2009	Chris Elliott Chris Elliott

	Proposal	Progress	Actions	Timescales	Responsible Officer
		This has now been partly included within the Budget and Improvement Programme which will now begin once approved in March 2009.	BIP to be agreed and then implemented.	April 2009 - 2011	Chris Elliott
9.5	The **Service Area Plans** 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. Some further revisions have been made for 2009/10 to ensure the Plans focus on the customer purpose of our services and cover the day to activities as well a significant change	N/A	N/A	N/A
9.6	Once budgets and targets have been approved, **a service plan and team operational plan** 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 and is currently being promoted to team leaders.	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

Proposal	Progress	Actions	Timescales	Responsible Officer
9.7 Over time, **consideration** will be given to **replacing Service Area Plans** with business cases.	Suggest that this is no longer appropriate or consistent with systems thinking	N/a	~~September 2009~~	~~Karen Pearce~~
9.8 A **competency framework** will be developed.	Done - See section above – 8.2	Roll out from April 2009	N/A	N/A
9.9 **Service Reviews** using systems thinking method will be **introduced** to provide a focused tool for improving performance is priority areas.	See section above – 9.3	N/A	N/A	N/A
9.10 2008/09 Actions :				
9.10.1 New Corporate Strategy.	The corporate strategy was revised to align the contents with the LAA and Sustainable Community Strategy. A further review in the light of the LAA refresh and updated Sustainable Community Strategy will be reported in June 2009.	To report on an updated Corporate Strategy in June 2009.	June 2009 .	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. Mentoring sessions concluded in November 2008. 09/10 portfolio holder statement being prepared	Complete 09/10 Portfolio holder statements and manage implementation Introduce new portfolio responsibilities	N/A	N/A

Proposal	Progress	Actions	Timescales	Responsible Officer
	Proposed restructuring			
9.10.4 Revised format for Service Area Plans.	Done – further changes planned for 08/09 have been carried out.	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
9.10.10 New Corporate Improvement Programme overseen by CIP Board. (CMT plus other appropriate managers)	CIP reviewed, Programme Board has been set up to oversee the Budget and Improvement Programme.	Programme Board to report quarterly. (see report elsewhere on this agenda)	Ongoing	Chris Elliott

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 **roll out of the ERDMS** and workflow project	The EDRMS project has undergone two reviews; an officer review, which reported in 2007 and a Member	Undertake new programme.	Complete programme March 2009.	TBC

	Proposal	Progress	Actions	Timescales	Responsible Officer
	from 2008 onwards (plan to be agreed).	review, which reported to Audit and Resources in July 2008. A report went to Audit and Resources Committee in October which proposed a new programme due for completion in March 2009. Subsequently agreed by the Executive.			
10.3	Reviewing the **Wireless Warwick** pilot and roll out if successful.	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.

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 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 | On the IPT part of the original project this is also complete as the remote sites where possible have now been done | N/A | |

	Proposal	Progress	Actions	Timescales	Responsible Officer
		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. 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. IPT telephony was also included under Wireless Warwick. IPT telephony has been successfully implemented at Riverside House.			
10.4	Reviewing the strategy for the **PC Replacement programme** to help encourage more agile	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	Policies (to include the use of the PC replacement programme) should be complete by March 2009.	March 2009	Karen Pearce

	Proposal	Progress	Actions	Timescales	Responsible Officer
	ways of working and developing new **policies and procedures** to assist the take up of **agile working**.	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. Pilots for MOSS have started in ICT and Policy. All computers were upgraded to Microsoft Officer 2007, as planned in December 2008.	A timetable for rollout to be drawn up.	June 2009	Jane Jack
10.5	Providing continued support to services undertaking **business process re-design**.	This has now been overtaken by the BIP and the deployment of Systems Thinking. As the underlying approach.	See 9.3 above.		
10.6	Providing **training** for and require **managers** to **lead** on such activities **(BPR)** in their service areas.	Mouchel have been appointed to provide training for managers. Training for service managers was completed in July 2008. Further training will be provided as and when appropriate for other managers. Training is being arranged for Members.	N/A	N/A	N/A
10.7	Providing **support** for **managers and staff**	As part of the BoE reorganisation, the HR team and Policy and	Part of the Budget and Improvement Programme	Ongoing	Karen Pearce

	Proposal	Progress	Actions	Timescales	Responsible Officer
	in the **transitional periods** of change.	Performance Team have been brought together under one service partly with the intention of providing better support during periods of transition.	will focus on support for managers and staff with transitional change.		
10.8	**Review systems administration** 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
11.1	That a **Success Fund** of £8,000 be established that will incorporate the following: A link to the Performance. Management Framework Review. A review of the Team Award and the Staff Suggestion scheme to fit in with the principles of the success fund. Rewarding performance on a quarterly basis.	Initial work has been undertaken to draw up reward and recognition proposals, in line with those in Building on Excellence. A paper was rejected by the Employment Committee and so the next step is for a revised paper to be brought forward. Employees were encouraged to participate in the Times Best	A revised paper with proposals will be taken to CMT.	May 2009	Karen Pearce

Proposal	Progress	Actions	Timescales	Responsible Officer
Clear rules for judging. Recognition for teams of people. Encouragement for staff participation in surveys. Use to reward demonstrations of new ways of working. Use to reward good people management. Use to reward use of technology to improve service/reduce costs.	Council to Work for Survey, as the Council pledged to donate £1 to the Chairman's Charities for every completed survey.			
11.2 That the Council investigates a process for **supporting staff** to play an active part in **community engagement.**	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.

Proposal	Progress	Actions	Timescales	Responsible Officer
12.2 Base **neighbourhood working** 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 Safer Neighbourhood Panels will	N/A	N/A	N/A

	Proposal	Progress	Actions	Timescales	Responsible Officer
		become 'Community Forums'. Executive considered and agreed a report in 2008. By the end of March it is anticipated that all areas will have held Community Forums.			
12.3	**Support these forums via virtual teams** 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 Neighbour Panels, from the Joint Areas Partnership Team and WCC are in place. Nominations at Heads of Service level have been Agreed and WCC also have their officers in place. Once this first phase in completed, the second will begin, which will involve the other partners.	N/A	N/A	N/A
12.4	In addition, **merge as one team**: WDC's Community Plan Officer, Policy and Performance Officer – Community Development/Equalities; Community Safety team; Sustainability team; with WCC's Community Partnership Team; Joint	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.	Allow the Community Partnership Team time to embed before developing further.	September 2009	Chris Elliott/ Jenny Murray

	Proposal	Progress	Actions	Timescales	Responsible Officer
	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.	Following the completion of the first stage of the team set up, further discussions with partners. Community Safety will remain separate from the Community Partnership Team.			
12.5	Consider **LSP Board** having a budget to fund actions – may be from LPSA2 grant or from pooling.	A budget of £100,000 was allocated from the LAA budget in 2008/09 and a further sum is also proposed for 2009/10.	N/A	N/A	N/A
12.6	Roll out **joint one stop shops** (face to face customer interaction) – Whitnash (summer 07), Warwick, Leamington, Lillington (08) in addition to Kenilworth and supported by a **joint Customer Service Centre** (telephone based customer interaction)	Whitnash, Kenilworth and Warwick One Stop Shops are now open. It is anticipated that Lillington will open in March 2009. A report will be presented in June 2009 on the business case for a one stop shop for Leamington. No further work is being done with the PCT.	Discussions still ongoing with regard to Leamington One Stop Shop and relocation of Customer Service Centre to Shire Hall. A report will be presented in June 2009	June 2009	Andrew Jones

	Proposal	Progress	Actions	Timescales	Responsible Officer
	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.	Plans for a joint CSC, to be based at Shire Hall are being reviewed.			
12.7	Set up **ad-hoc local groups** <u>only</u> in response to specific local issues that cannot be dealt with through safer neighbourhoods or other scrutiny type arrangements.	This is now an agreed policy.	N/A	N/A	N/A
12.8	Consider what **Performance Indicator** information could be made available to **parishes**	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 **local**	The Council is considering this in	Report on the Town Hall	June 2009	John

Proposal	Progress	Actions	Timescales	Responsible Officer
assets might be run by **local trusts** (such as woodland, Abbey Field's buildings, Pageant House, Leamington Town Hall)	respect of Pageant House, Warwick and the Town Hall, Leamington.	should be possible in June 2009.		McGowan
12.10 Make clear what **assets are strategic** 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 June 2009.	Alison Simmons

13 and 14   Proposal – Organisational Shape of the Council and Accommodation Changes

The Executive received a report in February 2009 on the proposals generating the main financial proposals. Little has changed since that report was published but the key risks and milestones were identified as follows:

1. Failure to secure tenant for Level 2. It is hoped that the lease will be signed very shortly for the proposed tenant.

2. Agile working – The future letting of further space in Riverside House is dependent on staff adopting more agile practices. These may include more home working and hot-desking. HR and other policies are being changed and need to be adopted. Following on from this, further office moves will be required.

3. Securing a tenant for Stage 2 letting of Riverside House. Assuming space is freed up from agile working, the figures are based on the projection that the Council will be able to let more space in Riverside house from 2011/12, and so generate an additional £70,000 per annum in income.

4. Operation of Town Hall by Town Trust – the figures have been prepared on the basis of this becoming operational during 2010/11, generating savings of £119,000 in a full year. The Town Council may decide not to pursue this or could be refused Trust status.

5. Head of Service posts. One further change is still proposed from April 2010 which will generate savings of £53,000 per annum.

As well as the risk that any of the above may not happen, there is also the possibility that there could be unavoidable delays which mean that the savings are not achieved within the current time scale.

These key milestones represent the main risks to the Council in achieving the savings required from Building on Excellence. It is vital that progress towards each of these is regularly and carefully monitored over the forthcoming years. Accordingly in recognition of the resource required to achieve the first stage of the changes at Riverside House, an additional temporary resource is sought to achieve the subsequent changes and savings. This is provided for within the proposed organisational change referred to below.

A further organisational change is now the subject of consultation. It is not expected that this will have much if any financial impact. The table showing the proposed new structure is attached at Appendix B for information purposes.