IMPACT OF REDUCED CAPACITY TASK GROUP – 15 DECEMBER 2011

A meeting of the Impact of Reduced Capacity Task Group will be held at 5.30 pm on Thursday 15 December 2011 in Committee Room 1 at the Town Hall, Rugby.

Councillor Mahoney
Chairman

AGENDA

PART 1 – PUBLIC BUSINESS

1. Minutes – to approve the minutes of the meeting held on 6 October 2011.
2. Apologies – to receive apologies for absence from the meeting.
3. Declarations of Interest.

To receive declarations of –

(a) personal interests as defined by the Council’s Code of Conduct for Councillors;

(b) prejudicial interests as defined by the Council’s Code of Conduct for Councillors; and

(c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a prejudicial interest, the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.
4. Findings from Case Studies by Sub-Groups (see Briefing Paper 3 attached).

5. Review of One Page Strategy and next steps.

6. Dates of future meetings (if required) – please bring your diaries to the meeting.

Any additional papers for this meeting can be accessed here via the website.

Membership of the Task Group:

Councillors Mahoney (Chairman), G Francis, Mistry, Mrs O’Rourke, Roodhouse, Sandison, Srivastava, Helen Walton and Miss Watts

If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic and Scrutiny Services Officer (01788 533523 or e-mail linn.ashmore@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic and Scrutiny Services Officer named above.
Impact of Reduced Capacity
Following the Comprehensive Spending Review
15 December 2011
Briefing Paper 3

1. Background

At its first meeting, on 3 August 2011, the task group decided to undertake the review in two stages. The first stage would focus on the risks to the organisation resulting from the reduced capacity. The task group spent the following two meetings looking at:
- the Council's risk management processes and the management of risks relating to reduced capacity
- the processes followed in assessing the likely impact of proposed service changes in the 2012/13 budget-setting process
- the service changes and key developments that have taken place since the Council began its process of reducing capacity in the face of economic challenges.

The task group then decided to look at three specific service areas as case studies to consider in more detail how reduced capacity is being managed within particular services that have been affected by increased demand or reduced staffing. The task group broke into three sub-groups to undertake the case studies.

It was agreed that this meeting would focus on the outcomes of the work carried out by the sub-groups. The sub-groups were asked to report their findings in advance of this meeting, by 9 December 2011.

2. Case Studies

The three service areas identified for the case studies were:

- CIS Systems Support and ICT
- Work Services Unit / Parks and Grounds Maintenance
- Partnership Working and Community Safety

The task group identified a number of areas to be considered by the sub-groups, and a template was produced on the basis of these, to provide the groups with guidelines to work from and enable them to record their findings in a consistent manner. Each sub-group was appointed a lead officer from the Democratic and Scrutiny Services team to facilitate and support their work.

The sub-groups have all met with officers at different levels, and with portfolio holders, as well as considering a range of background evidence and statistics,
including corporate complaints data, staff absence figures (including those attributed to work-related stress), relevant performance reports, and organisational structure charts from before and after the 2011/12 budget process.

Attached at appendices 1a to 1c are the completed templates with the findings of each of the sub-groups. Each sub-group has supporting notes and papers on which these findings are based, which can be referred to if required.

3. Emerging themes and conclusions

At the meeting on 6 October, the task group identified the following emerging themes and conclusions from the initial work on the risks to the organisation arising from the impact of reduced capacity:

- There is no formal body of work focusing on the corporate impact of reduced resources. There is a lot of information available and a robust risk management system exists, but there is a need for all the information to be gathered together in a consistent, cohesive approach.

- In the future the decision-making process should include more public reporting to all members on the different options for consideration and likely impacts.

- The current Equality Impact Assessments (EqIAs) are stand-alone documents and the information from them has not been gathered together. The evidence of any potential impact from the EqIAs needs to be fed into the corporate risk registers and managed effectively.

The group now needs to review the findings from the case studies and identify common themes and potential review recommendations.

4. One Page Strategy and Next Steps

The one page strategy for the review is attached at appendix 2 and this can be used as a reference point to assess the progress of the review and decide whether there is anything further the task group wishes to consider.

If the group considers that its work is now completed, arrangements need to be agreed for finalising the review report and recommendations. Ideally this would be submitted to Crime and Disorder Committee for approval on 18 January 2012 in order for the report to be submitted to Cabinet on 6 February in time to inform final decisions regarding the 2012/13 budget.

Debbie Dawson, Scrutiny Officer, 12 December 2011
### Impact of Reduced Capacity Following the Comprehensive Spending Review

**Work Services Unit Case Study – Councillors Mistry, Sandison and Srivastava**

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<tr>
<td>Staff absence levels (particularly stress-related absence) (Figures from HR for service, where relevant)</td>
<td>There has been no marked increase in absenteeism, and the number of incidences of work-related stress absence is low when considered in the context of the number of staff within WSU.</td>
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| Customer satisfaction / complaints (Evidence from corporate complaints system, GovMetric, other customer surveys) | - The latest customer satisfaction survey data available is from 2009.  
- Telephone calls have returned to the service from the Customer Service Centre, so there is no GovMetric data available, but themes from customer telephone calls are analysed within the service and there is no evidence that customer satisfaction levels have changed.  
- Formal customer satisfaction feedback is gathered in the parks, and clients are also surveyed on their experiences of housing maintenance work carried out by WSU. Satisfaction levels for this are high (around 98%).  
- Overall the level of corporate complaints relating to WSU and grounds maintenance has remained fairly static, despite the volume of services delivered increasing. |
| Performance measures and delivery against corporate priorities (Comparative data relating to existing performance measures for current and previous years) | - Performance is being managed well and standards appear to have been unaffected by reduced capacity.  
- A robust system for quality assuring street-cleansing work is in place (10 per cent of work graded the following day) which involves operational staff in their own service checking the quality of work.  
- There are some examples of task deadlines being pushed forward to next year and some concerns as to whether they will be achieved at all. Some are recommendations from scrutiny reviews that have been accepted by Cabinet and should continue to be monitored by scrutiny committees. |
<p>| 'Future-proofing' (What does the service know about likely future trends and emerging policy, and how well equipped is the service?) | - The economic climate is leading to greater use of local facilities and it is not always possible to meet the expectations of local communities. For example, Caldecott Park receives around 650,000 visits per year, which places pressures on the council in terms of management and upkeep. |</p>
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| **service to meet any new demands / changes?** | - New legislation has increased the administrative pressures on the council (eg. biodiversity duties, administration re. burials, Localism Bill)  
- The workforce is aging and there is a danger that specialist skills will be lost in the medium-term. To address this, an apprenticeship scheme has been introduced, with two apprentices taken on in September. The scheme is being delivered through an agreement with Warwickshire College, which takes pressure off service managers. Managers plan to create an arboricultural apprenticeship next year, and possibly a management support apprenticeship.  
- The skills gap / ageing workforce is an issue for the whole council – there needs to be more investment in apprenticeships over the medium-long term.  
- Succession planning is also important, and requires investment in staff development. Managers also need to adapt to the new skills in pitching for new business, and partnership-working. |
| Staff morale  
(*May be assessed in discussion with officers*) | - Staff morale is felt to be generally good.  
- There was a considerable period of uncertainty for staff as the new staffing structure was developed. However, staff have been kept fully informed of the changes, and are willing to work in new ways – this is evidenced by some of the ideas for improvements and efficiencies coming from staff themselves.  
- Managers across WSU work very much as a team, sharing work and supporting colleagues across disciplines.  
- In some cases the changes have created new opportunities, which appear to be motivating and engaging staff.  
- Four administrative staff within WSU remain ‘at risk’ and have been in this position for almost a year, and this will potentially remain the case whilst there is uncertainty over the housing repairs contract. |
| Interviews to explore the impact of service reductions and reorganisations, with:  
  - Head of Service and Portfolio Holder  
  - Middle managers  
  - Frontline officers | - WSU appears to be managing the impact of reduced capacity well and has absorbed considerable new demands (eg. transfer of calls from contact centre, housing maintenance work, merger of parks service into the team)  
- The new service structure (including the merger of the parks and grounds maintenance which were previously separate client and contractor services) is working well – delivering efficiencies and offering much greater flexibility and better communication, which makes the service stronger in the current climate. Managers are |
### Source of evidence

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<th>Key questions:</th>
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<tr>
<td>What is working well?</td>
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<td>What needs to change?</td>
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### Findings

- able to move staff around, and deploy resources more flexibly, which has the effect of building capacity for delivery of new projects which will deliver financial benefits for the council.
- There is now considerable flexibility within WSU to direct resources where needed and teams are also operating in a more targeted way (for example street-cleansing is now organised on a needs basis)
- Members were impressed by the ‘can do’ attitude of managers within WSU.
- Management support and administration is a key pressure point. WSU have taken back calls from the contact centre without any increase in administrative capacity, and additional management responsibility has also been brought into WSU. Work within the administrative team has been reorganised to maximise resources but there is a risk that manager time is taken up with administrative tasks as the team is working at full capacity.
- Plans are being progressed to build capacity in this area, either with a temporary staff member or an apprentice
- Long-term absence (relating to serious illness, not work-related) has placed particular pressure on the service, with some areas of work having to slip as staff have covered other more urgent work – in some cases voluntarily cancelling leave in order to ensure services are delivered
- Annual leave entitlements are currently being accommodated, but there has been some build up of flexi-leave by staff, particularly to cover holidays.
- The WSU is operating at or around the ‘tipping point’ in terms of capacity to deliver – there is a need to build new capacity in order to develop services further, particularly as opportunities to market services are pursued. WSU will struggle to diversify its services further without bringing in additional administrative (and potentially management) capacity.
- Managers are struggling to deliver strategic objectives as they are too tied up with day-to-day service delivery.
- The pilot project bringing housing repairs and maintenance in-house using end to end methods began in August 2010 as a 4-week trial and has been extended since then. The future of this arrangement – after March 2012 – remains uncertain, and this is making it difficult to take decisions regarding future budget implications and to plan
ahead strategically. This uncertainty is limiting the degree to which some external “income generating” opportunities can be pursued. There is an urgent need for clarity regarding the future of the contract, and a cut-off date is needed for the pilot.
- There are some areas where the service would like to develop but new initiatives have been postponed as there is a need first to restructure administrative / management support in order to build capacity. An example given was kerbside collection of textiles. There is enthusiasm within the team to take on new opportunities but concern regarding capacity to deliver.

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Key questions to be addressed from the one page strategy:

- **What are the key principles / approaches we are following in relation to cost reduction proposals? How do the Corporate Strategy, Community Strategy and Regeneration Strategy inform budget decisions?**

The end to end review of the parks service has been a big driver of change. The key principles that are followed in relation to cost reduction proposals are primarily: will the customer notice and, if so, is it the right thing to do? There has also been a shift towards looking at changing how we do things, rather than changing what we do (eg. grass-cutting). Involving staff in the improvement process is another important principle, which is fundamental to systems thinking.

- **Are we exploring the scope for increasing our income, and by what criteria are decisions about this, and about shared services, being taken?**

WSU is actively looking for opportunities to expand private work and market services in order to generate income for the Council. The private work is self-financing and managers feel it is not placing pressure on existing services.

Parks and Grounds Maintenance have been actively looking for income generation opportunities and have been successful with schemes at Bluemels estate in Wolston, Coton House and the Coton Park development. WSU is also taking on more private work. Currently the council can only legally earn ‘cost-plus’ on these opportunities (and not make profits).

The Localism Act will bring greater freedoms to develop new services. It is probable that a small part of WSU will need to become a limited company if profit-making services are to be pursued. Future growth of the service would require additional management capacity.
- Are there any areas where performance is threatened by reduced resources? How is this being managed? Is there a clear view about any areas where we are content to see reduced performance?

Performance currently appears to be unaffected, though there is less management capacity to deliver strategic objectives.

- How is the systems thinking approach being disseminated and embedded across the organisation? How are we adapting our working practices, and do we have robust ways of measuring the impact of this new approach?

The merger of Parks and Grounds Maintenance came out of end-to-end review work which highlighted waste caused by the old-fashioned client-contractor division. End-to-end work is now being done at the operational level – an example was given of the purchase of a ‘chipper’ to enable prunings to be chipped on site rather than transported around the borough. This suggestion came from a suggestion box in the mess room.

WSU is assisting the Housing Options team in an end-to-end review of housing repairs. This involves experimenting with different methods of delivering the service to customers.

- What support can (or should) we provide to local community groups to build their capacity to fill gaps in services?

The economic climate is forcing people within and outside the council to work in different ways, with more partnership working between the council and community groups. Community groups sometimes have access to funding not available to statutory bodies, but the council can support them in more practical ways. WSU is looking for more opportunities to work with the local community to build capacity – for example, working with the Scouts and Guides on a kerbside textile recycling scheme and taking on volunteer staff through a job club scheme. Community partnerships tend to work well and to focus on delivery. For example, Britain in Bloom brings massive community engagement and a wealth of intangible benefits.

- How effective are existing partnership arrangements in maximising the combined contributions and resources of different agencies and identifying gaps in services as a result of reduced resources?

The Community Safety Partnership is very strong, and recognised as a model of good practice. RBC has invested in staffing of community safety which means it has been able to use additional external funding for new initiatives while retaining core management capacity. Shared services are dependent on the partners involved, and can be challenging to deliver. More generally, there is a risk that statutory partnerships get bogged down in governance. The service has strong partnership working with parish councils.
### Impact of Reduced Capacity Following the Comprehensive Spending Review

**CIS Systems Support and ICT Case Study – Councillors Mahoney, Roodhouse and Miss Watts**

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<td>Staff absence levels (particularly stress-related absence) (Figures from HR for</td>
<td>Sickness absence rates were quite low across the teams. One member of staff was on long term sick due to undergoing surgery but is not back in work full-time.</td>
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<td>service, where relevant)</td>
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<td>Customer satisfaction / complaints (Evidence from corporate complaints system,</td>
<td>The ICT service had, in the past, conducted annual customer (internal) satisfaction surveys. However, one had not been carried out since the changes were implemented in April 2011 due to lots of work going on with regards to handovers, training, documenting etc. A survey would be carried out in April 2012 as the new structure will have been in place for 12 months and staff will be able to feedback on the service they have received over this period.</td>
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<td>GovMetric, other customer surveys)</td>
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<td>Performance measures and delivery against corporate priorities (Comparative data</td>
<td>The service area is looking at performance measures from an end to end basis. This work will now progress further in line with the Corporate Strategy and priorities. An analysis of the cost of ICT against the SO CITIM averages with other Local Authorities has taken place.</td>
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<td>relating to existing performance measures for current and previous years)</td>
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<td>‘Future-proofing’ (What does the service know about likely future trends and</td>
<td>• The Service is continuously looking at future proofing. It has started to scope out the Council’s ICT Strategy and will be including the Council’s direction of development for ICT in line with both national and local agendas around innovative solutions i.e. Cloud computing, mobile working, social media, self service, partnership working etc. The final strategy is due to be published in December 2012</td>
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<td>emerging policy, and how well equipped is the service to meet any new demands /</td>
<td>• There is a clear focus to establish a common approach to the delivery of IT county wide through improvement of Warwickshire Direct and rationalisation of commonly used systems (eg FLARE).</td>
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<td>changes?)</td>
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| **Staff morale**  
 (*May be assessed in discussion with officers*) | • The team went through a big change following the departure of certain managers and staff from ICT. Stresses on the teams had been high prior to the merger and there had been concerns on how the remaining staff would cope. However, by bringing the 2 teams (ICT and Systems Support) together and offering more support morale was now beginning to get better. Service officers considered that, despite the many changes in the area, there was a positive attitude to work and the challenges being faced. A joined up work programme had been developed and the teams had started to look at 1st, 2nd line support with regards to operational areas of work.  
• It was clear that morale and motivation amongst staff were key issues as a result of the restructure and this information should be passed on to the Employee Wellbeing Task Group. |
| **Interviews to explore the impact of service reductions and reorganisations, with:**  
  • Head of Service and Portfolio Holder  
  • Middle managers  
  • Frontline officers | • The merger of the two teams had gone well and lots of good practice and learning was still ongoing. This would in time provide resilience and allow staff to develop end to end ways of working and reduce handoffs and duplications.  
• The lack of management capacity was an area of concern which could hinder development as managers in post were tied up with their own projects and did not have the time to do the strategic longer term planning. The 2 management posts were also considered as members of the wider team in that they have projects they deal with as well as management of the function. Council on 14th December was due to consider proposals for an ICT co-ordinator roles along with a minor tweak to the team structure that would reduce overall budget costs for the team.  
• Concern had been expressed at the late stage that ICT was brought into the end to end review process. There was a need for ICT to be involved in these reviews from an early stage. Whilst ICT should not be the driver to new ways of working through an end to end review, it was a key enabler. Examples where the service had been brought into the process late had caused some long delays in exploring options for enabling the new way of working, as well as some abortive work (eg Housing Repairs review – IT was asked to configure the current Housing Repairs system which was not possible. A temporary system had to be created to run alongside the current system, together with... |
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<td>a request for a new team. There had also been problems during the Planning Services end to end review). Preparatory work could start to be investigated whilst the service teams continued with ‘check, plan, do’. The end to end process for cost recharges needed to be formalised to improve the transparency of costs involved with end to end reviews.</td>
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<td>• Concern had been raised by officers concerning the clarity of information and channels of communication in the service area. Staff appeared to be ‘drip fed’ information, which, in some cases was not definitive. Channels of communication should remain open but information disseminated as and when necessary and when it was final to avoid uncertainty and any impact on morale.</td>
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<td>• Wholesale changes were required to the delivery of IT across the county. Work was being undertaken to ensure Warwickshire Direct was fit for purpose. Neighbouring authorities were now keen to ensure the process worked well. This would result in a multi-skilled workforce across the ICT areas in the Warwickshire, with a common approach countywide. This needed to be in place in 18 months’ time. This would have an impact on staffing levels in the future, probably in three years’ time. All of this would work towards an invest to save approach.</td>
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| Interviews to explore the impact of service reductions and reorganisations, with:  
  • Head of Service and Portfolio Holder  
  • Middle managers  
  • Frontline officers | • A review of the restructure had now been completed. The following six months would be used to start looking at skills sets and implementing multi-skill training. Technical staff would be trained to learn more skills to support specialists in the team. However, there would always be a degree of separation between IT specialists and technical staff. The action plan for the restructure had focussed on bedding in the operational elements of the new structure for the first 12 months prior to addressing development. |

**Key questions:**  
What is working well?  
What is not working well?  
What needs to change?  
How can that change be supported?  

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<td>• The revision of the ICT Strategy had been postponed pending the implementation of the new structure. A national ICT Strategy had also been published in November 2010. The new ICT strategy was due to be produced in December 2012 and would be reviewed annually. It would be produced in partnership with Warwickshire Direct Partnership. This would help with a focus for staff in the service area.</td>
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<td>• Due to the reduction in staff numbers and the diversity of areas within the service, it was agreed that the service area was now at its base line of resilience, subject to the proposals being approved at Council on 14th December 2011. Future Task Groups would, therefore, need to be mindful of the impact of any of its recommendations on the service area.</td>
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**Recommendations of the sub-group**

(1) This service area should not see any further reduction in staff capacity;  
(2) firmer timescales should be set for the delivery of the Council’s ICT Strategy and related workstreams; and  
(3) actions should be taken to improve the process of end to end reviews (regular updates on the intranet and a formal procedure for engaging IT staff into a review).
Key questions to be addressed from the one page strategy:

1) What are the key principles / approaches we are following in relation to cost reduction proposals? How do the Corporate Strategy, Community Strategy and Regeneration Strategy inform budget decisions?

The Council’s ICT Strategy expired in 2010. However, due to the proposals to merge the Systems support team with ICT and CSR 2010 cuts, it was decided to delay development of a new policy until the reorganisation was completed. A small piece of scoping work has been done and over the course of the next few months the strategy will be developed and consulted on. The service plan has an action for the Strategy to be completed. The strategy will be linked to the Corporate Strategy and Regeneration strategy around easy access to local services and empowering our communities to be able to do business with us through a channel of their choice.

2) Are we exploring the scope for increasing our income, and by what criteria are decisions about this, and about shared services, being taken?

The service continuously explores options for efficiencies, saving and shared working. There has been a shared service in place between Nuneaton and Bedworth Borough Council ICT and RBC for 3 years. Whilst the shared service is not formally being pursued in the form of a shared ICT post, the two authorities continue to work together on collaborative projects. This benefits both Councils from a skills, service improvement and cost saving perspective, i.e. procuring joint contracts to bring down costs etc. The Council has recently entered into a shared contract with NBBC, NWBC to provide an improved service for its web management system. The Council has a shared service set up with NBBC to provide them with support for the Civica Environmental Health system which generates income and covers 50% of the costs of a full time post. The service is part of the CSWAITO (Coventry, Solihull, Warwickshire Association for IT Officers) and undertakes partnership working to save money and generate income where opportunities arise. It is in the process of sorting out a charge for one stop shop (County) services it delivers from its customer service centre which can only be enabled via the ICT solution. There will be a system rationalisation programme to look at the all systems in the Council. This is due to commence in April 2012 and is currently scoped for a three year period to coincide with contract expiry dates.

The ICT strategy will help to formulate an excellence model to work towards. Once this is in place the aim will be to offer a package of services around development of infrastructure and systems to organisations to generate income.
3) Are there any areas where performance is threatened by reduced resources? How is this being managed? Is there a clear view about any areas where we are content to see reduced performance?

The ICT Capital Programme was cut by £63,000. This has caused a number of issues with regard to what was scheduled to be completed on the programme and has had a knock on effect on resources in the service. This is mainly due to the service being fairly stagnant over a period of 3-4 years and old equipment being refreshed hence not being compatible with new systems. This results in staff having to find alternative solutions which tend to take up more time and resource to set up and support.

There is an issue with management and co-ordination capacity within the team. Following the restructure, the teams reduced from 8 managers and team leaders to 2, this is being addressed (see staff morale).

The service area is at its base line for resilience. Any further cuts would jeopardise change and improvement.

4) How is the systems thinking approach being disseminated and embedded across the organisation? How are we adapting our working practices, and do we have robust ways of measuring the impact of this new approach?

The service area has been involved in a lean review of the help desk with NBBC as it is a shared helpdesk. Internally, we are looking at Core system groups with our internal customers to ensure their needs and expectations are being met. The service continues to work with staff to embed the systems thinking approach within the team and continue to support services undertaking reviews to provide solutions for new ways or working. The ICT service has an enabling role across the Council for implementation of lean reviews - the impact of the new approach is measured in the individual services.

5) What support can (or should) we provide to local community groups to build their capacity to fill gaps in services?

The web-site is seen as a major tool in being able to support community groups. The Council will be consulting on its ICT strategy and hope to incorporate feedback from groups on how we can support them and fill gaps in services. The Head of Customer and Information Services has recently taken over the role of Compact Champion from Andrew Gabbitas and would be ensuring community and voluntary group input and engagement to the strategy. Work has already started to look at making the (on line) application for grants process easier and simpler to access to and follow, this work is ongoing.

6) How effective are existing partnership arrangements in maximising the combined contributions and resources of different agencies and identifying gaps in services as a result of reduced resources?

As per question 2.
## Impact of Reduced Capacity Following the Comprehensive Spending Review

### Partnership Working and Community Safety Case Study – Councillors Francis, Mrs O'Rourke and Helen Walton

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<td><strong>Staff absence levels</strong> (particularly stress-related absence) <em>(Figures from HR for service, where relevant)</em></td>
<td>Staff absence was not particularly relevant to this sub-group due to the small number of officers that have been affected.</td>
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<td><strong>Customer satisfaction / complaints</strong> <em>(Evidence from corporate complaints system, GovMetric, other customer surveys)</em></td>
<td>There is no evidence available.</td>
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<tr>
<td><strong>Performance measures and delivery against corporate priorities</strong> <em>(Comparative data relating to existing performance measures for current and previous years)</em></td>
<td>Work with the Local Strategic Partnership was being well maintained. The LSP continue to meet every two months. The focus of the LSP has changed, meaning it is difficult to make comparisons with the past. The LSP has reduced its number of Board members from 35 to 8. Its work is much more embedded and focussed particularly around the regeneration strategy and urban extensions. There has been no change to the Community Safety Partnership service which consists of one manager's post. Work is carried out in partnership with an officer based here but employed by WCC and the police chief inspector for Rugby/Nuneaton &amp; North Warwickshire areas. Whilst there are concerns surrounding some particular areas, Rugby is performing well and is regarded as having one of the best performing Community Safety Partnerships in the country. It is the only partnership to meet its targets. Some impact of reduced capacity has been felt but its success reflects the quality of the current partnership working and the strong links that exist. The re-organisation of the police has meant that the channels of communication have changed but daily updates of priority crimes and regular briefings are held which mean communication is strong.</td>
</tr>
<tr>
<td>Source of evidence</td>
<td>Findings</td>
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<tr>
<td>Domestic burglary is the only acquisitive crime type priority for the Community Safety Partnership this year. The Crime and Disorder Committee review the performance indicators for the Crime and Disorder Partnership on a regular basis.</td>
<td></td>
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<tr>
<td>'Future-proofing' (What does the service know about likely future trends and emerging policy, and how well equipped is the service to meet any new demands / changes?)</td>
<td>The LSP has evolved a different way of working with the voluntary sector and has a new role to play. There is more assistance for council officers and training has been carried out across the organisation to help them fully understand the needs and diversity of the voluntary sector. The community safety strategy for 2012-13 is being assessed and the Community Safety Board will be asked to make key decisions on the priority areas. A reduction in resources has been seen across the board and this will result in a need to focus on fewer priority areas.</td>
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<tr>
<td>Staff morale (May be assessed in discussion with officers)</td>
<td>Staff morale was not particularly relevant to this sub-group due to the small number of officers that have been affected.</td>
</tr>
<tr>
<td>Source of evidence</td>
<td>Findings</td>
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<tr>
<td>Interviews to explore the impact of service reductions and reorganisations, with:</td>
<td>Officers are coping well with the changes. Only one manager was affected in the Forward Planning and Economic Development team who was coping well and confirmed that the rest of their team had felt no impact. Performance is being managed well and there has been no reduction in service levels. Work with the Local Strategic Partnership was being well maintained.</td>
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<tr>
<td>• Head of Service and Portfolio Holder</td>
<td>There is a broader scope of officers now involved with the LSP. The LSP is now operating in a more focused and targeted way to ensure the partnership adds value and is effective. The action plan is now made up of categories and not theme groups. Actions are not added to the plan unless two or more partners are involved. Delivery of the LSP’s aims is not just based on the action plans and the plans contain fewer actions.</td>
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<tr>
<td>• Middle managers</td>
<td>The overall picture is positive and a testament to the strength of the LSP that it keeps moving forward.</td>
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<tr>
<td>• Frontline officers</td>
<td>Cuts to the police force will have the most impact on community safety. Neighbouring authorities are better resourced than Warwickshire. The effects are not fully evident yet because the process is still ongoing and it is probably too soon to assess the situation.</td>
</tr>
<tr>
<td>Key questions:</td>
<td>Areas of concern for the future in relation to community safety included:</td>
</tr>
<tr>
<td>What is working well?</td>
<td>- Rise in fraud crime – a lack of resources means this cannot be focussed on</td>
</tr>
<tr>
<td>What is not working well?</td>
<td>- Reduction in police force numbers and re-organisation</td>
</tr>
<tr>
<td>What needs to change?</td>
<td>- Reduction in amount of youth provision services - this may result in a rise in anti-social behaviour issues. There has also been a reduction in the numbers of educational psychologists.</td>
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<tr>
<td>How can that change be supported?</td>
<td>- Reduction in support for vulnerable people – support centres are closing</td>
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<td></td>
<td>- Fewer opportunities – the central based grant will be reduced from £75,000 to £17,000 over a three year period.</td>
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<td></td>
<td>- Aspirations for future work - some innovative work currently taking place may have to cease in the future, such as school visits to deliver valuable messages</td>
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<td></td>
<td>- Early intervention work – this assists in preventing crime. The school visits are critical and is another area where cuts to youth provision will be felt. Some good work by the Street Pastor scheme is being carried out.</td>
</tr>
</tbody>
</table>
### Source of evidence | Findings
---|---
- Road safety – WCC spending less on maintenance  
  - Street lighting reduction – increase in fear of crime  
  - Work with gangs, bullying and violence – workshops currently funded by Positive Futures may cease next year

Previous holders of the Community Safety Managers post did not use the council’s budget and relied on the county budget. This left an under spend which the current manager has been able to use meaning that to date a shortfall has not been felt. The area based grant will end after 2012/13.
Key questions to be addressed from the one page strategy:

- What are the key principles / approaches we are following in relation to cost reduction proposals? How do the Corporate Strategy, Community Strategy and Regeneration Strategy inform budget decisions?

- Are we exploring the scope for increasing our income, and by what criteria are decisions about this, and about shared services, being taken?

The Community Safety Partnership Manager has been temporarily seconded to Wolverhampton City Council to support a review of their performance.

- Are there any areas where performance is threatened by reduced resources? How is this being managed? Is there a clear view about any areas where we are content to see reduced performance?

There has been no particular impact on performance to date and the Community Safety Partnership is continuing to meet its targets. Some of the potential areas of concern are detailed in the table above.

- How is the systems thinking approach being disseminated and embedded across the organisation? How are we adapting our working practices, and do we have robust ways of measuring the impact of this new approach?

The systems thinking approach was not relevant to these service areas.

- What support can (or should) we provide to local community groups to build their capacity to fill gaps in services?

- How effective are existing partnership arrangements in maximising the combined contributions and resources of different agencies and identifying gaps in services as a result of reduced resources

Over the recent past the LSP has been working to re-organise itself and is now more resilient and able to cope with the pressures felt following the spending cuts.

The Community Safety Partnership has good support arrangements in place which help it to keep functioning and face the future challenges.
IMPACT OF REDUCED CAPACITY FOLLOWING THE COMPREHENSIVE SPENDING REVIEW

REvised ONE-PAGE STRATEGY

What is the broad topic area?
How the council is responding to the challenging financial context in which it is now operating.

What is the specific topic area?
How the Council manages reduced capacity and obtains best value for money in the current challenging economic climate.

How the council needs to adapt its working practices and service delivery models to meet the challenge of reduced resources and reduced staffing capacity within teams

The review will also consider how the council can work with partners and stakeholders to maximise resources and minimise the impact of cumulative service cuts by different agencies on local communities. The review has been allocated to the Crime and Disorder Committee as there are pertinent issues around reduced capacity in all partner organisations relating to community safety.

What is the ‘unreasonable’ ambition of the review?
Despite reduced capacity across the Council and other local public bodies, services remain largely unaffected as partners work together with local stakeholders to identify gaps and minimise impact. Teams within the Council deliver high quality services, focused on a clear purpose, defined in customer terms and council services make measurable improvements.

How well do we perform at the moment?
This is not a review of the Government’s spending strategy, nor would there be much value in picking over decisions already taken and identifying past mistakes.

The review will establish and consider:

- The financial context in which the council is operating – cost pressures, financial outlook
- What are the key principles / approaches we are following in relation to cost reduction proposals? How do the Corporate Strategy, Community Strategy and Regeneration Strategy inform budget decisions?
- Are we exploring the scope for increasing our income, and by what criteria are decisions about this, and about shared services, being taken?
- Are there any areas where performance is threatened by reduced resources? How is this being managed? Is there a clear view about any areas where we are content to see reduced performance?
How is the systems thinking approach being disseminated and embedded across the organisation? How are we adapting our working practices, and do we have robust ways of measuring the impact of this new approach?

What support can (or should) we provide to local community groups to build their capacity to fill gaps in services?

How effective are existing partnership arrangements in maximising the combined contributions and resources of different agencies and identifying gaps in services as a result of reduced resources?

Who shall we consult about the current service and about how we can improve it?
The review will be undertaken in two stages:

Stage 1 – Focusing on the risks to the organisation resulting from the reduced capacity and how we are managing those risks. Drawing on existing work and support from Corporate Assurance Team.

Stage 2 – Practical case study(ies) looking at the actual impact of service changes in order to identify examples of good practice and particular challenges arising within the organisation. This will involve consultation with officers and external partners as relevant to the service in question.

What other help do we need?
Copies of the Council’s organisational structure
Details of the Council’s physical assets (?)
Copies of Strategic and Operational risk registers
Support from the Corporate Assurance Team
Community safety as a case study?

How long should it take?
3-4 months

What will be the outcome?
The review should result in positive recommendations to Cabinet that will deliver improvements in the way the council operates and works with partners, to benefit the council and the local community. With further reductions in the Council’s income to come in 2012/13, the review recommendations should inform the next budget-setting process if they are to deliver tangible benefits.