

These are set out in the same format as the report (but abridged) and are as follows:

	<b>Finding</b>	<b>Recommendation/Further issues being considered by the Authority</b>
Decision making	<p>Officer Management arrangements are still split between Democratic Services and the Assistant Chief Executive's division. A decision is awaited on additional dedicated resources for all elements of new arrangements.</p> <p>The 'Lead Member role' is still in operation and some senior members see this as excellent and crucial to the effective running of a portfolio. However, Officers and Members are aware that the quality of the lead members input and support for the Executive portfolio can be variable and that this is an area that the Council has highlighted as a need of review.</p> <p>The new computerised decision recording system is being introduced, but at the date of the review held details of only some of the Executive meetings.</p>	<p>Resolve the issue of dedicated officer resourcing for all elements of the new arrangements as soon as possible.</p> <p>Review the performance, role and responsibilities of lead members.</p> <p>Ensure that the recording system is operational on the widest basis possible as soon as possible.</p>
Scrutiny	<p>The Council has recognised the changing and widening of role of Scrutiny and the constitution has accordingly been amended. However the key role of scrutiny is not clear to all members and officers.</p> <p>Whilst the restructuring of Scrutiny has clarified the role and created improved linkages with the Community and Planning frameworks and particularly between Scrutiny and Best Value, senior members feel that Scrutiny is still reactive and that the Forward Plan is not being used proactively.</p>	<p>To be considered by the Authority. Confirm the role for Scrutiny, whether it is scrutiny <b>for</b> or <b>by</b> the Committees and ensure that there is an authority wide understanding of this role and the implications that this role has on resources.</p> <p>Ensure that members are clear about the options for agenda planning how it should relate to their work programme and the Forward Plan. Review the current format, means of publication and use of the Forward Plan to ensure that it can be used as a tool by a tool Scrutiny.</p> <p>Ensure that all reports comply with the standard format set out in the Guidance Notes.</p>
		<p>Ensure that the focus of Health Scrutiny is on issues rather than on individual health bodies.</p> <p>Consider holding a brief planning session for the Chair and key members (not Executive Members) prior to the start of each meeting.</p>

	<b>Finding</b>	<b>Recommendation/Further issues being considered by the Authority</b>
Area Structures	<p>Chairs of area boards do meet regularly with Executive members and an Executive Member has been given a responsibility for overview of the operation of Area Boards as part of their portfolio. The relationship between Area Boards and Scrutiny is an area members have highlighted as being keen to improve. There are currently no issues being sent to scrutiny from the Area Boards</p> <p>The Monitoring Officer highlighted the potential for relationships between Members of Area Boards and Scrutiny Members becoming an issue in respect of the Grants to Voluntary Sector Panel.</p>	<p>Review the current arrangements for referral from Scrutiny to the Area Boards for resolution of local issues.</p> <p>Ensure that arrangements have been put in place so that Members can declare an interest and appropriate action can be taken to deal with these conflicts of interest where they occur.</p>
People and Relationships	<p>The Constitution contains a member – officer protocol covering all the areas set out in the guidance and has been highlighted as example of good practice. Senior Officers and Members see relationships between themselves as generally positive and improving with a generally supportive environment.</p> <p>The Authority published an “Elected Member Training and Development Plan 2001-2004” which was based on an analysis of findings from a skills audit conducted by North West Employers. Training requirements highlighted as “high need” in the analysis are included in the programme. Senior members report that there is a lot of training on offer and are very positive about the training at Warwick. The Authority recognises that to date, little action has been taken to include and facilitate members in carrying out their community representation role prioritisation was initially given to supporting the operation of the decision making process.</p> <p>The Authority is aware that the requirements of the new arrangements have had considerable impact on officers. There has been no assessment of the impact but the Council is considering including question in the 100% staff survey. Some training has been carried out but there is a recognition that further training is required.</p>	<p>Consider how members can be further supported in their community representative role .</p> <p>Further work is required to improve Officers awareness and compliance with the new arrangements.</p>