

Scrutiny Co-ordination Committee

7<sup>th</sup> February, 2007

**Questions for Cabinet Member (Policy, Leadership and Governance) on the Half-year Review of his Strategic Plan 2006/07 - 2008/09**

**1. Page 9**

- a) How will you measure the success of the corporate re-structure?
- b) How will the restructuring proposals affect capacity in the short term? How will you address this?

**2. Page 10**

**Activity ref. 1.5**

How do you intend to ensure that the Scrutiny process operates effectively?

**3. Page 11 – Annual CPA Score**

Where will you be targetting efforts in order to ensure that the Council becomes a 4 star authority in February 2009?

**4. Page 14**

It is proposed to use part of the budget previously earmarked for promoting the city to meet the costs of the proposed corporate restructure.

How will you ensure that this money will still be used in connection with its original purpose?

**5. Page 15**

- a) What has been decided about the "Summer of Cov " promotion for 2007?
- b) What media coverage of the conference stands was achieved in 2006?
- c) How will the value for money of the stands be measured in future?

**6. Page 18 – School Games**

- a) How will you ensure that this event is fully funded before it takes place?
- b) How will you ensure that it is delivered within budget?
- c) Would you please update the Committee on the work being done on this event.

- 7. Page 20 - International Strategy** (see document prepared for 22<sup>nd</sup> November, 2006 – deferred for discussion with the Cabinet Member on 7<sup>th</sup> February)

How is the International Strategy progressing? What is the position on the staffing to support the Strategy?

- 8. Page 22 – City Region**

Would you please provide information on how this work is progressing.

### Report to

Cabinet	19 December 2006
Scrutiny Co-ordination Committee	7 February 2007
Scrutiny Board 1	17 January 2007 & 24 January 2007
Scrutiny Board 2	3 January 2007
Scrutiny Board 3	7 February 2007
Scrutiny Board 4	17 January 2007

### Report of

Chief Executive

### Title

Cabinet Member Strategic Plans - Half Year Reviews

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## 1 Purpose of the Report

- 1.1 To provide a half-year review of the progress made on Cabinet Member Strategic Plans for 2006/07-2008/09 in accordance with the council's performance management framework.

## 2 Recommendations

### 2.1 Cabinet is asked to:

#### 2.1.1 note and agree the half-year review of the following Cabinet Member Strategic Plans:

- Cabinet Member (Policy Leadership and Governance)
- Cabinet Member (Finance, Procurement and Value for Money)
- Cabinet Member (Children, Learning and Young People)
- Cabinet Member (City Services)
- Cabinet Member (Community Services)
- Cabinet Member (Culture, Leisure and Libraries)
- Cabinet Member (Human Resources, Corporate and Customer Services)
- Cabinet Member (Neighbourhoods, Health and Equalities)
- Cabinet Member (Urban Regeneration and Regional Planning)

#### 2.1.2 Approve the additional actions set out in section 4 of this report.

- 2.2 **Scrutiny Boards** are asked to review progress on the relevant Cabinet Member Strategic Plans for 2006/07-2008/09 and to consider with the Cabinet Member any further action that could be taken to improve performance.

### 3 Information/Background

- 3.1 The council's performance management framework is based on three levels of plans: the council's Corporate Plan; Cabinet Member Strategic Plans; and Operational Plans which are used by Heads of Service to plan and manage service delivery.
- 3.2 Cabinet Member Strategic Plans set out how each portfolio contributes to the council's vision and objectives through a series of strategic objectives with associated priorities, activity and performance measures.
- 3.3 Cabinet Member Strategic Plans are the main focus for formal reporting to Members – through Scrutiny and Cabinet – and are used in the forward planning of council business and to provide information for the budget setting process. These plans are not intended to be fully comprehensive and do not include everything that the council does. This level of detail is covered by Operational and team plans that are used by Heads of Service, managers and employees.
- 3.4 A half-year review of each Cabinet Member Strategic Plan has been produced and is included on the CD-ROM that accompanies this report.

### 4 Proposal and Other Option(s) to be Considered

- 4.1 It is proposed that the Cabinet note the progress on the Cabinet Member Strategic Plans and agree the following additions:

#### **Cabinet Member (Policy Leadership and Governance) Strategic Plan**

New action 1.5 Ensure Scrutiny process can operate effectively

#### **Cabinet Member (Community Services) Strategic Plan**

New action 3.9 Develop ways of measuring the impact of enablement services

New action 3.10 Develop a data set for information about vulnerable adults

New action 7.6 Ensure that all in-house services meet the level 3 standard of CSCI

These actions have arisen from the annual review meeting with the Commission for Social Care Inspection.

#### **Cabinet Member (Neighbourhood, Health and Equalities) Strategic plan**

New action 1.4 Take action to respond to resident perceptions of their neighbourhoods

New action 4.5 Increase number of drug user referrals through a variety of means including promotion of the available services and via the criminal justice systems.

### 5 Other specific implications

- 5.1

	<b>Implications (See below)</b>	<b>No Implications</b>
Neighbourhood Management	✓	
Best Value	✓	
Children and Young People	✓	

	Implications (See below)	No Implications
Comparable Benchmark Data	✓	
Corporate Parenting	✓	
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act	✓	
Impact on Partner Organisations	✓	
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	
Race Equality Scheme	✓	
Risk Management	✓	
Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

5.2 Cabinet Member Strategic Plans have implications for all of the council's functions and activities and for the achievement of Best Value. Any specific implications for services are detailed in the half-year reviews of Cabinet Member Strategic Plans in the attached CD-ROM.

## **6 Monitoring**

6.1 The Cabinet Member Strategic Plans are monitored through regular informal reporting by officers to Cabinet Members so that appropriate actions can be taken. Each Cabinet Member formally reports on progress to Cabinet and the relevant Scrutiny Board on a six-monthly basis.

## **7 Timescale and expected outcomes**

7.1 The timescales and expected outcomes are set out in detail in the Cabinet Member Strategic Plans.

	Yes	No
<b>Key Decision</b>		✓
<b>Scrutiny Consideration (if yes, which Scrutiny meeting and date)</b>	<b>Scrutiny Co-Ordination Committee:</b> 07/01/07 <b>Scrutiny Board 1:</b> 17/01/07, 24/01/07 <b>Scrutiny Board 2:</b> 03/01/07 <b>Scrutiny Board 3:</b> 07/02/07 <b>Scrutiny Board 4:</b> 17/01/07	
<b>Council Consideration (if yes, date of Council meeting)</b>		✓

List of background papers

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Papers open to Public Inspection

**Description of paper**  
Cabinet Member Plans

**Location**  
Council Website

# **Cabinet Member for Policy, Leadership and Governance Strategic Plan Half-Year Review**

**2006/07 – 2008/09**

## Performance Overview

### Overall summary of performance for the portfolio:

*" Coventry City Council is performing well and improving significantly. It is clear about what it is trying to achieve and provides strong leadership for the local community. The Council has concentrated on areas that matter most to local people and this is having an impact on their quality of life. It has a good understanding of the needs of local people and is committed to equality and community cohesion." - Gary Stevens, Audit Commission senior manager in Audit Commission press release 23 June 2006.*

This was what the Audit Commission said at the time the Council was awarded 3 stars in the CPA and judged to be 'improving well' in June 2006. Since then good progress has been made in all the strategic objectives of this plan. There is also evidence in other Cabinet Member Strategic Plans that service delivery has continued to improve across the Council, including the recent announcement that Adults and Older People services have been awarded 3 stars –the highest rating.

Making sure that the organisation is in the best position to continue its improvement was the driver behind the Chief Executive's proposals for corporate restructuring.

### Performance Highlights:

Performance Management is well embedded and current effort is going into ensuring consistency across the organisation. Being awarded a score of 3 out of a possible 4 by the Audit Commission for Performance Management recognised this fact.

The Council exercises strong leadership both of the city of Coventry and of Coventry City Council. It has an enhanced profile at both the regional and international level and is taking the lead on a number of key issues e.g. transport at the regional level and urban regeneration at a European level through its work with other cities. The Schools Games will be coming to the city, partly as a result of the success in hosting the International Children's Games.

The Local Area Agreement received positive feedback from central government.

The emergency planning team has been strengthened, which will make the Council's preparations for emergency response more formal, robust and systematic.

Coventry City Council now has the reputation as one of the best local authorities for communications, as evidenced by National awards for Communications and often being invited to speak at conferences.



**Performance Concerns:**

The Chief Executive's proposals for corporate restructuring will require additional capacity and time to implement and care will need to be taken to ensure that there is no negative impact on performance during this time.

**Options for action to improve performance:**

The Chief Executive's proposals for corporate restructuring, which are aimed at continuing the Council's performance improvement, are currently out for consultation. The proposals address some key organisational issues relating to forward planning, the promotion of the city and research knowledge management and research.

**Other Issues to be considered when updating the plan:**

The Council is currently considering the Local government White Paper on ' Strong and Prosperous Communities', which will have implications for governance, performance management and partnership working.

## Finance

**Revenue Issues that have arisen during 2006/07:**

Additional resources for internal communication including core/team briefing and for external communication through additional issues of Citivision are being sought for next year through the current budget process. Costs for the current year were met from Policy Contingency.

**Revenue Issues to consider when updating the plan:**

None.

**Capital Issues that have arisen during 2006/07:**

No capital projects.

**Capital Issues to consider when updating the plan:**

No capital projects.

Note: Issues to consider in this section include how you will be managing revenue and capital issues identified.  
For Revenue this may also include for example funding efficiency savings or the costs involved in achieving performance improvements.  
For Capital this may include slippages, cost increases or reductions.

**Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives**

<b>Scorecard Theme</b>		<b>Corporate/Management Objective</b>			
Customer and Communities		To improve the quality and efficiency of services and make it easier to access them			
<b>Strategic Objective 1</b>		Ensure the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency			
<b>Performance Summary</b>		The Audit Commission awarded a score of 3 out of a possible 4 for Performance Management. According to latest available figures, this places us in top 17.5% of authorities scored so far. Audit Commission now cites Coventry as an example of notable practice with regard to decision making by councillors on its website. The Chief Executive's corporate restructuring proposals are out for consultation. This aims to continue the Council's performance improvement, making the Council more efficient and effective and to respond to the growth agenda.			
<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
1.1	Develop, implement and review the Council's performance management framework	<p>Performance management framework operates well and performance is embedded throughout the organisation leading to an improvement in service performance.</p> <p>Equalities integrated at all levels of the performance management framework</p>	Corporate Plan and Performance Report June 2006	<p>Council approved corporate Plan and Performance Report in June 2006.</p> <p>In June 2006, following the CPA inspection in March 2006, the Council was judged 3 star and improving well.</p>	Head of Corporate Policy
			Cabinet Member Strategic Plans approved July 2006 Plans and reviewed December 2006 and June 2007	<p>Cabinet Member Strategic Plans were approved in July 2006. All Scrutiny Boards held question and answer sessions with Cabinet Members. Reviews of the previous year's plans were considered at the same time. Key issues arising from Scrutiny Boards' consideration were identified and reported to Scrutiny Coordination Committee on 18 October 2006 and, where appropriate, issues have been included in work programmes.</p>	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Operational Plans adopted April each year and reviewed quarterly	Most Operational Plans were completed and adopted by April 2006. No Operational Plans were completed in Children, Learning and Young People Directorate due to reorganisation but this is currently being addressed. No Operational Plan will be produced for Highways until April 2007 due to reorganisation. In both cases progress has been reviewed against key indicators. Performance is reviewed by Directorate SMTs and each Director submits a summary of key issues arising to Management Board. The Q1 review was considered on 14 September and Q2 on 16 November 2006.	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Action Plan developed in response to CPA report	The CPA report and Action Plan were considered by Cabinet and Scrucro in August 2006 and the Action Plan approved. A progress report will be presented to Cabinet on 19 December 2006 along with other performance related reports. Any items from the Action Plan uncompleted by end of March 2007 will be incorporated into the relevant Cabinet Member Strategic Plan for the following year.	
1.2	Ensure services are structured to deliver maximum efficiency quality and value for money	Improved service performance, value for money and efficiency savings	Completion of corporate restructuring	The Chief Executive's proposals for corporate restructuring have been circulated for consultation. The consultation period ends 12 January 2007, following which final proposals will be reported to Cabinet.	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Restructuring of the Corporate Policy Unit to provide increased corporate capacity for performance and project management, forward planning	In parallel with the Chief Executive's proposals for corporate restructuring, proposals for restructuring the Corporate Policy Unit have been circulated for consultation to those affected. Key specific aims of the proposed changes are to place more emphasis on efficient forward planning of decision-making, service delivery and programme management as well as consolidating and increasing the effectiveness of the Scrutiny process.	Head of Corporate Policy
1.3	Improve the use of consultation, research and information in support of the Council's objectives	More effective use of consultation, research and information leading to better decision making and service improvement	Implementation of restructuring of consultation, research and information	The Chief Executive's proposals for corporate restructuring include the appointment of a Policy and Research Manager with a remit to bring together overall management of the research, consultation and knowledge management function in the Council.	Chief Executive
			Responses to user satisfaction survey analysed and appropriate action taken	User satisfaction survey underway. Results will not be available until February 2007 when CPA score is announced.	Head of Corporate Policy

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
1.4	Deal with customer complaints effectively and use information from reporting to make service improvement	Better services and improved customer satisfaction	Cabinet Member report on Compliments, Comments and Complaints	Annual report on Compliments Comments and Complaints 2005/06 is due to go to Cabinet Member on 30 November 2006.	Head of CBS
1.5	Ensure the Scrutiny process operates effectively.	All elected members can contribute to the improvement process.	Annual review of Scrutiny to Council in August each year.	Report covering 2005/06 due to go to Council in December 2006.  Audit Commission now recognise Scrutiny as an example of notable practice on its website.  Seminar for members on local government White Paper 'Strong and Prosperous Communities' took place on 14 November. Scrutiny Coordination Committee and Scrutiny Boards will consider implications in greater depth.	Head of Corporate Policy

Money	Improving the way we work	People
Associated savings and costs of restructuring to be identified as part of Chief Executive's proposals.	Increased efficiency and effectiveness through better forward planning, performance and project management and consultation, research and information management.	Restructuring to improve forward planning will impact on capacity in the short term.
<b>Update:</b> Restructuring proposals now out for	<b>Update:</b> Restructuring proposals now out for	<b>Update:</b> Restructuring proposals now out for



Money	Improving the way we work	People
consultation.	consultation. White Paper 'Strong and Prosperous Communities' will impact on way we work.	consultation.

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
1a Corporate Plan indicator 1	Annual CPA Score	2 stars and improving well December 2005	3 stars and improving well July 2006 ----- 3 stars and improving strongly February 2007	3 stars and improving well July 2006 -----	-----	Interim target met  ----- Not possible to say	3 Stars and improving strongly February 2008	4 stars and improving strongly February 2009 (on current methodology – a new CPA system may be introduced)	
1b	CPA Performance Management Score	2 2004	3	3		Yes	N/A	4	
<b>Comment:</b> Will not receive CPA score until February 2007 so that results of user satisfaction survey can be taken into account.									
1c Corporate Plan indicator 2 BV3	Customer satisfaction- citizens satisfied with the overall service provided by their authority	41% at December 2003	To achieve at least the 2006/07 average score for Met DC	Results not yet available		Not possible to say.	N/A – this national survey is only conducted once every 3 years	N/A – this national survey is only conducted once every 3 years	
<b>Comment:</b> Fieldwork for survey was carried out between September and November 2006. Deadline for submission of data to the Audit Commission is December 2006. Results will not be available until February 2007 when CPA score is announced. The indicator measure is the percentage of respondents stating they are 'very satisfied' + the percentage stating they are 'fairly satisfied' as a proportion of all those answering the overall satisfaction questions.									

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
1d Corporate Plan indicator 3	Complaints – number of ombudsman complaints where a) the finding is of maladministration b) we have accepted an element of fault and settled the complaint locally	0 8	0 0	0 4		No	0 0	0 0	
<b>Comment:</b> No local settlements are considered acceptable but performance is at least in line with previous year.									

<b>Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives</b>					
<b>Scorecard Theme</b>		<b>Corporate/Management Objective</b>			
Customers and Communities		To regenerate the City and ensure people have a good choice of jobs and housing			
<b>Strategic Objective 2</b>		To ensure the city is effectively promoted and that Coventry is represented appropriately at a local, regional, national and international level in order to deliver the Council's vision for Coventry			
<b>Performance Summary</b>		The city of Coventry has an enhanced profile through successful events such as Cov 06 and has attracted the Schools Games in 2007. The Council's stands at the Conservative and Labour Conferences attracted a lot of interest and the media coverage generated has been valued at £2.5k Coventry City Council has an increasing profile at the regional and international level and is taking a lead on a number of key issues e.g. transport within the region and urban regeneration at a European level through work with other cities			
<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
2.1	Work with local organisations and businesses to promote Coventry locally regionally and nationally as a good place to live, work, learn and visit	Coventry has a better reputation, image and successful economy	Best Value Review 'Promoting Coventry' - recommendations considered and implemented	The review group met on a number of occasions in 2005/06 but was suspended when the lead officer left the Council. The chair of the review group, Cllr Lee, has summarised the conclusions reached by the group and circulated to the members of the group for comment. A copy of these was forwarded to the Chief Executive so that she could take them into account when formulating her proposals for the corporate restructuring. The key conclusion was that there needs to be an overarching strategy for promoting the city, aligned to the Council's vision and with a clear lead.	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
2.2	Maximise opportunities for publicising the city and its people from events, regeneration activity and member and officer participation in national and international activities and networks etc	Coventry has a better reputation, image and successful economy	Specific events and promotions incl. Summer of Cov 06 campaign, stand at Labour and Conservative party conferences	<p>Following evaluation of Summer of Cov 05, Cov 06 campaign was developed and implemented in the Spring 06. Evaluation (based quantitative and qualitative information) currently being carried out, in conjunction with partners (particularly CVone) in order to decide approach in future. Decision due before end of year.</p> <p>Stands were taken at both Labour and Conservative Party conferences in Autumn 2006. The media coverage that this generated has been valued at £2.5k (taking into account amount of coverage and how positive it was), which offset cost. The stands attracted large numbers of visitors. Taking stands at the 2007 conferences has been included in the budget but proposals will be refined and value for money improved.</p>	Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p>Review and development of potential for promotion of Coventry through existing and new national and international networks</p>	<p>A number of opportunities have been taken to promote Coventry:</p> <ul style="list-style-type: none"> <li>-The annual Trust in Government Study tour, which is supported by the Commonwealth Secretariat, spent a day in Coventry for the 4<sup>th</sup> year running. Participants are very senior policy makers and advisors from developing countries seeking to enhance standards of probity and good governance. The Leader lead a session on Coventry and the work of the Council and Judge Brian Farrer of the Standards Committee also spoke</li> <li>-The Lord Mayor welcomed a small delegation from Faisalabad, on a study visit focusing on HR.</li> </ul>	<p>Corporate Policy and Planning Manager</p>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Promote the city through developing international relationships, including the Conference of the Atlantic Arc Cities, to maximise the potential for promotion of Coventry  (See 2.4 )		

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
2.3	Develop civic pride in citizens and promote cohesive communities through media campaigns, leading on high profile events, hosting visitors to the city and working with Mayoralty and local organisations	People are proud to live in Coventry	Specific events and campaigns including Coventry Peace Month 2006	<p>Schools games to take place in city in late summer 2007 – influenced in part by success of holding international children's games.</p> <p>Peace Month 2006 began on 14 October. The award of 40 small grants helped ensure that it was bigger and better than in previous years.</p>	Communications Manager, Corporate Policy and Performance Manager
2.4	Implement the International Strategy 2004/05 – 2006/07 and agree Strategy for 2007/08-2009/10	More positive image of the city, improved service delivery through exchange of good practice, learning and cultural opportunities for Coventry people, more cohesive city, economic growth.	<p>Conference of Atlantic Arc Cities (CAAC) network</p> <p>Coventry now lead city on urban regeneration and will lead on the development programme of activity for partner cities and member of Executive Board and access EU funding with partners.</p>	<p>Coventry has been working with the city of Brest on developing the programme of the Urban Development Working Group for CAAC with a view to promoting good practice and attracting European funding. Coventry is also a member of the Economic Development Working Group.</p> <p>A report regarding membership will be going for consideration to the Cabinet Member on 30 November 2006.</p>	Corporate Policy and Performance Manager



Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p>Visit to Pakistan – Autumn 2006 focus on community safety and response to earthquake</p> <p>Visit to Jinan October 2006-focus on city development</p> <p>Build on relationship with Kiel linked to 60<sup>th</sup> anniversary of twinning</p> <p>Development of Regional Partnership with Rhone Alpes region of France</p>	<p>Visit of Lord Mayor and Cllr Matchet to Pakistan (Earthquake Region and District Government of Rawalpindi) took place 19 – 25 November 2006.</p> <p>Leader and Director of City Development went to Jinan to visit urban development projects in support of Chamber's Business Link. A possible link between respective football clubs was also explored.</p> <p>Preparatory work is to commence in December.</p> <p>Birmingham, Lyons and St Etienne have all agreed in principle to share how cities link to regional and national government in different countries. (Links to city region work)</p>	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			New International strategy approved with clearer links to key objectives of Council	Initial work is being undertaken to understand the priorities of the Council and its partners e.g. the Chamber. An independent consultant, Jon Bloomfield was commissioned to report on future European funding opportunities to feed into the strategy. His recommendations will be reported to the Cabinet Member (F, P and VfM) in January 2007. Further work will be carried out with a view to getting a strategy approved in February 2007.	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
2.5	Ensure effective representation of the city on a range of sub-regional bodies and partnerships including the Regional Assembly	Better image and reputation of the city, promotion of Coventry's interests and maximising opportunities for the city including funding opportunities	<p>Attendance at meetings and involvement in bodies and projects by members and officers</p> <p>Allocation of places through Annual meeting at Council</p> <p>Reports on work to be produced as appropriate</p>	<p>The Council has been represented regularly at meetings of the West Midlands Local Government Association (WMLGA), Regional Assembly and Coventry, Solihull, Warwickshire Partnership (CSWP). Leader is now a member of the West Midlands Regional Assembly, Programme Monitoring Committee of the European and International Affairs Partnership.</p> <p>Completed in May 2006.</p> <p>Reports are submitted to Scrutiny Coordination Committee on an annual rolling programme and since April there have been reports on: West Midlands Joint Committee, Coventry, Solihull and Warwickshire Sub-regional Forum, WMLGA, West Midlands Regional Assembly.</p>	Leader and Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
		Key policy issues are progressed	City Region – Council to be asked to approve development plan October 2006	<p>A delegation from the West Midlands, led by the Leader, gave a presentation on the city to Ruth Kelly in May 2006 the week after she took over from David Milliband. Following this meeting it was agreed that further time would be needed to develop the Birmingham, Coventry and Black Country (BCBC) City Region. Approach will now be to develop a joint investment plan looking particularly at transport, skills and inward investment. Further consultation to take place in early 2007 and report due to Cabinet on 19 December.</p> <p>Ruth Kelly wrote to all BCBC leaders on the day that the local government White Paper was published to say that she looked forward to working with the city region and the White Paper sets out the government's developing thinking on city regions.</p>	Corporate Policy and Performance Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Transport Innovation Fund- results of action research are considered in July 2006 with subsequent activity to be agreed	Green Paper for discussion 'Gridlock or Growth-Choices and Challenges for the Future' was published in September. Comments are due back by end of year. An open stakeholder meeting took place on 30 October in Coventry and other meetings are being held with stakeholders e.g. the Chamber. Results will be collated with survey work and reported back to leaders in 2007.	Chief Executive

Money	Improving the way we work	People
<p>Budget and associated expenditure for promoting the city to be subject of a value for money review in 2006</p> <p>Work with Conference of Atlantic Arc Cities is aimed at developing a programme of activity to benefit from EU trans-national funding not currently accessed by the council – there will be associated membership costs of £3,700</p>	<p>City region work aims to get more local control over resources for priorities and faster better decisions at strategic level</p> <p>New international strategy will have clearer links to corporate objectives thus helping prioritise what will bring greatest benefit in terms of learning and image.</p>	<p>Elected Members require appropriate support and training to assist them in their roles on outside bodies</p> <p>Additional work may impact on capacity</p> <p>Increased international work will call on more people to be able to converse with visitors</p>
<p><b>Update:</b> Value for money review will now be carried out in early 2007 following on from Chief Executive's restructuring proposals and the Best Value Review of Promoting Coventry.</p>	<p><b>Update:</b> The local government White Paper and its implications are currently being digested. Work is progressing on the new International</p>	<p><b>Update:</b> As part of the response to the Bloomfield report City Development/ Corporate Policy are considering the most efficient way of supporting international work.</p>

Money	Improving the way we work	People
The Bloomfield Report recommendations are aimed at accessing alternative sources of European money and these will be embedded in the International Strategy.	Strategy.	

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
2a	Indicators on Promotion of the city to be developed								
<b>Comment:</b> Work on the Best Value Review of 'Promoting Coventry' not sufficiently advanced to develop indicators.									

<b>Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives</b>					
<b>Scorecard Theme</b> Customers and Communities		<b>Corporate/Management Objective</b> To improve the quality and efficiency of services and make it easier to access them.			
<b>Strategic Objective 3</b>		Ensure that the City Council contributes to the work of the Coventry Partnership and delivers its contribution to the implementation of the Community Plan			
<b>Performance Summary</b>		The Council continues to play an active role within the Coventry Partnership. The Local Area Agreement received positive feedback from central government. The local government White Paper 'Strong and Prosperous Communities' will impact on the relationship with Coventry Partnership in the future.			
<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
3.1	Member and officer attendance and effective involvement in the Coventry Partnership and its associated sub-groups	Coventry Partnership will be an effective and well regarded organisation and the targets of the Plan will be delivered	<p>Ongoing participation in Coventry Partnership</p> <p>Annual Assessment of Coventry Partnership by Government Office West Midlands (GOWM)</p>	<p>The Council continues to be an active participant in the Coventry Partnership.</p> <p>Six Members are currently on the Board and the Chief Executive continues as Secretary.</p> <p>The implications of the local government White Paper for the Coventry Partnership will need to be considered.</p> <p>Work has begun on the annual assessment of the Coventry Partnership and theme groups. The theme groups have completed their self assessments and have developed improvement plans. The Board self assessment will take place on 9 January 2007.</p>	Chief Executive



Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
3.2	Implement and deliver the Local Area Agreement	Better more efficient services	Timescales and targets and reporting mechanism developed are part of the agreement with government and will be reported separately through Coventry Partnership	Formal six monthly report was presented to Government Office on 16 November 2007, with the Leader present.  Generally good progress was noted. There was recognition that there was an awareness of current challenges and that plans were in place to address these. Formal feedback will be received in January 2007.	Chief Executive
3.3	Deliver Local Public Service Agreement 2 with partners	Outcomes achieved and reward grant achieved	End of year review –June 2007	LPSA2 was signed in July 2006. Pump priming grant has been distributed to services. Performance will be monitored and reported on through the Performance Management Framework. Year-end Performance will be included in the Performance Report.	Head of Corporate Policy
3.4	Ensure members and employees are informed about the Community Plan and Local Area Agreement and that it influences Council Policy and is embedded within the performance management	Council policy and activities contribute to the delivery of the targets of the Community Plan	Coventry Community Plan runs from 2003-2010  Progress reports to Cabinet	The local government White Paper proposes the Community Strategy would need to become the Sustainable Community Strategy –indicative guidelines due in January 2007.  Work is under way to better link the Local Area Agreement with	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
	framework			the Performance Management Framework. This would need to be informed by the proposed changes to Local Area Agreements and management of local authority performance as set out in the White Paper. It is anticipated that climate change would need to be looked at in particular.	

Money	Improving the way we work	People
The Local Public Service Agreement 2 (LPSA 2) if delivered successfully will result in approximately £9.9m reward grant split between 2008/9 and 2009/10 if targets are achieved.	Further development of the Local Area Agreement with central government, should lead to a more flexible and focused approach to service delivery and better floor target outcomes	Elected members and officers to be encouraged to develop their understanding about the Coventry Partnership and its activities
<b>Update:</b>	<b>Update:</b> This would need to be informed by the proposed changes to Local Area Agreements and management of local authority performance as set out in the White Paper.	<b>Update:</b> The local government White Paper sets out proposals for increased scrutiny of partnerships and partner organisations.

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
3b	Audit Commission assessment of Coventry Partnership effectiveness	Green light	Green light	N/A			Green light	Green light	
<b>Comment:</b> Result not due until quarter 3. Criteria have changed since previous assessment, which will have implications for comparability.									

**Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives**

<b>Scorecard Theme</b>	<b>Corporate/Management Objective</b>				
Customers and Communities	To improve the quality and efficiency of services and make it easier to access them				
<b>Strategic Objective 4</b>	Ensure that the Cabinet remains focused on key aims and objectives and that priorities are identified and pursued				
<b>Performance Summary</b>	Key reporting deadlines have been met. Cabinet Member Strategic Plan priorities are informing current budget discussions. Work is taking place on developing the vision.				
<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>
4.1	Produce, implement Corporate Plan 2006/07 – 2008/09	Council identifies clear priorities and improvements are delivered to meet the corporate objectives	Plan adopted June 2006, progress reported Dec 2006  Plan reviewed April 2007	Corporate Plan adopted June 2006. Half-year review to be reported on 19 December 2006 with other performance related reports.  Work is underway on developing the vision of the Council with a view to further consultation in January 2007, linked to the development of the core strategy of the Local Development Framework.	Head of Corporate Policy

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
4.2	Review Performance Improvement through production of Best Value Performance Plan	Improved services measured through Best Value Performance Indicators and Corporate Balanced Scorecard  Greater satisfaction with the Council	Reported annually in June	Best Value Performance Plan (BVPP) approved June 2006  Audit Commission, the appointed auditors of the Best Value Performance Report, confirmed an unqualified report in November and neither did they have any recommendations on procedures relating to the plan.	Head of Corporate Policy
4.3	Produce, implement and review Cabinet Member Strategic Plans	Clear priorities identified for each portfolio and improvements are delivered to meet the corporate objectives	Plans for 2006/07 – 2008/09 adopted July 2006  Progress considered by Cabinet and Scrutiny every six months	Cabinet Member Strategic Plans adopted July 2006.  Half-year review of Cabinet Member Strategic Plans to be reported to Cabinet on 19 December 2006 with other performance related reports.	Head of Corporate Policy

Money	Improving the way we work	People
Value for money-Cabinet Member Plans will be used as part of the Council's budget setting process to allocate resources to priorities and to respond to service performance issues.	The Council will use the Corporate Plan with its balanced scorecard and the rest of the performance management framework to set objectives and priorities and use performance information to improve service delivery.  Directorate Equality Action Plans will be superseded by a new approach, which integrates equalities issues and actions at the	The 'People' section has been identified as a key area of the balanced scorecard and an area where improvement is required. This will be measured and addressed through appropriate plans including the Corporate Plan.

Money	Improving the way we work	People
	<p>appropriate levels of the Performance Management Framework.</p> <p>Value for money and risk management will be better integrated into the performance management framework particularly at the review stage of Operational and Cabinet Member Strategic Plans.</p>	
<p><b>Update:</b> Review of Cabinet Member Plans is on agenda for Cabinet on 19 December 2006 along with report on budget setting.</p>	<p><b>Update:</b> Directorate Equality Actions Plans no longer produced. Equality actions now expected to be integrated in relevant level of performance management framework.</p> <p>A senior management workshop on the performance management framework was held on 13 November 2006 to help identify how the framework could be improved. Consideration is to be given to the format of the Cabinet Member Plan templates and the guidance to help improve the quality of the sections on Money, Improving the Way we work and People.</p>	<p><b>Update:</b> Half year review of 'people' section of Corporate Plan will be reported to Cabinet on 19 December 2006.</p>

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
4a	Percentage of BVPIs in the top quartile	23% for indicators relating to 2003/04	Increase in percentage	N/A		Not possible to say.	Increase in percentage	Increase in percentage	Annual
<b>Comment:</b> Result for 2005/06 not available until January 2007.									
4b	Percentage of Best Value	61%	Increase in	N/A		Not	Increase in	Increase in	Annual

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
	Performance Indicators and sub-indicators (excluding those that could not be compared) that had improved compared to previous year.		percentage			possible to say.	percentage	percentage	
<b>Comment:</b> Position for 2006/07 only available in June 2007 when Best Value Performance Plan approved.									

**Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives**

<b>Scorecard Theme</b> Improving the way we work	<b>Corporate/Management Objective</b> Improving the quality of service delivery
<b>Strategic Objective 5</b>	Ensure that the Council is equipped to deal with emergencies in Coventry
<b>Performance Summary</b>	Significant progress has been made with all the action points. It is currently anticipated that all planned activities will have taken place by the end of the year.

<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>
5.1	Monitor the detailed service plans to implement the recommendations approved by Cabinet in 2005	Service meets requirements of Act and able to respond appropriately to emergencies	Review at half year and year end	Two newly appointed Emergency Planning Officers took up their posts in May/June 2006. A detailed service plan has been developed for the remainder of the current year and foundations laid for the service planning process for future years. Progress with action points is satisfactory.	Director of City Services

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
5.2	Review and Update Emergency Planning Manual	Manual is fit for purpose and enables emergencies to be handle effectively. Format and structure of the Manual improves functionality.	Reviewed annually	The Emergency Manual was revised and reissued in a more readable, accessible format in July 2006. A further review of its format and an Equality Impact Assessment will be carried out before the end of the year.	Director of City Services
5.3	Work with partners locally and nationally to improve resilience including taking part in exercise	Good practice shared and improvements implemented	Regular meetings – exercises to take place as appropriate	<p>The additional members of the team, working with other corporate colleagues, have now ensured we are well represented on all appropriate local, regional and national forums. We participated in a regional exercise held at West Midlands Police Training Centre in June 2006 and in two regional exercises to test current flu planning.</p> <p>A special one-off meeting of the Emergency Planning Forum took place on 13 November so that Forum members could be briefed on preparations for a potential flu epidemic.</p>	Director of City Services
5.4	Undertake Emergency Planning training for members and officers	Council is better informed about Emergency Planning requirements and more able to respond effectively	Key members/officers to be trained at Cabinet Office Emergency	A major training event was prepared and delivered for the Children Learning and Young People (CLYP) management team and will act as a template	Director of City Services



Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Training College and in house on an annual basis	for other directorates/service teams. The template will now be revised incorporating the learning from that event. Two elected members are booked to attend training at Easingwold (Cabinet Office training centre) later in the year.	

Money	Improving the way we work	People
Expenditure by the City Council will be benchmarked with other comparable authorities. Extension of joint working and co-operation between the Emergency Planning function and that of Business Continuity Management will be examined to see if there are any opportunities to achieve improvements in value for money.	The appointment of two additional Emergency Planning Officers will enable the City Council to make significant improvements to our preparations and resilience. In particular we will be able to make a greater contribution to ensuring our preparations dovetail with those of our numerous partners.	Generic training for members and employees will be provided as a supplement to attendance at the Cabinet Office Emergency Training College for key members
Update: Joint work has been undertaken with Finance and ICT and City Services to look at how the Environmental Protection and Business Continuity Management teams could work more closely together and improve efficiencies. Further work is required to develop firm proposals.	Update: The newly expanded team is already well established and significantly improving our resilience and capacity to work with partners.	Update: A major training event was held with the CLYP management team. This will be developed for use with other parts of the Council and potentially with some external partners.

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
5a	Number of exercises completed successfully	2	2	3		yes	To be developed	To be developed	Annual
	<b>Comment:</b>								
5b	Number of members trained (at Easingwold)	2	2	0		yes	2	2	Annual
	<b>Comment:</b> Two elected members are booked to attend training at Easingwold later in the year.								

**Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives**

<b>Scorecard Theme</b> Improving the way we work	<b>Corporate/Management Objective</b> Improve access to the services we provide				
<b>Strategic Objective 6</b>	Ensure that the Council has effective systems for communicating and consulting with its residents				
<b>Performance Summary</b>	The achievement of national awards illustrates recognition of improved effectiveness of communications. Developments in the evaluation of media campaigns and coverage will support continued improvement in effectiveness and value for money.				
<b>Activity Ref</b>	<b>Activity</b>	<b>Success Criteria</b>	<b>Timescale/ Milestones</b>	<b>Progress including Highlights and concerns</b>	<b>Responsibility</b>
6.1	Improve communications with citizens	People feel better informed, better two-way communication leading to service improvements	Continue to develop <i>Citivision</i> - increase publication to bi-monthly if funds permit and review distribution methods by Autumn 2006	Money was provided from Policy Contingency Fund to go bi-monthly from August 2006. A PPR bid will be made to continue on this basis.  Citivision achieved 'Publication of the Year' in Good Communications Awards in June 2006. (National public sector awards)	Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p>Promotion of Ward Forums – September 2006</p> <p>Re-launch Insight July 2006</p>	<p>Ward Forums promotional campaign was launched in September 2006 using leaflets, posters, web presence and articles. Evaluation to take place after first round completed, in order to develop awareness and attendance.</p> <p>Relaunched on target in July 2006.</p>	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p>Further development of Website as a communications tool</p>	<p>This year we have had on average around 1.2 million page views each month and well over 300,000 visitors each month so the website is well-used and a valuable means of direct communication with citizens and the wider community.</p> <p>Recent high-profile campaigns featured include: Ward Forums, National Older Persons Day, Coventry Half Marathon, regional Switch it Off Campaign, Coventry Peace Month and National Adoption Week.</p> <p>Recent consultations include the St Mary's Guild Hall survey, - 147 responses so far.</p> <p>We are ensuring that the website is meeting users needs by signing up to the SOCITM survey, which asks visitors about their experience on the website as they leave - this gives valuable feedback as well as information about our visitors - who they are and how they are finding us.</p>	<p>Web Services Manager</p>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Introduction of new technology to work with Customer Relationship Management system to capture data from customers to provide qualitative information as part of Coventry Direct	Project is in early stages.	
6.2	Improved communications with employees	Employees feel better informed, improved staff moral, better service provision	Implement core briefing system by end of 2006/07  Launch Corporate Employee Awards scheme July 2006	Proposals will go to Management Board in December 2006 with implementation in early 2007. Funds have been identified for launch from Policy Contingency Fund and an application for funding for future years has been submitted in the current budget setting process.  Launched on target in July 2006. Short-listing has taken place. Winners of both team and individual awards will be decided by a vote of all Council employees. Award ceremony took place at the RICOH Arena on 1 December 2006. External sponsorship from Tribal has been obtained to offset costs.	Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Carry out Employee survey August 2006 and consider findings	Survey was distributed to all employees, excluding those in schools, in October 2006 with a deadline for completion of 10 November. There was a response rate of 31% ( 2177 people). Full results expected in early 2007.	
6.3	Review Communications Strategy	Strategic use of communications to deliver Council's vision and corporate objectives	Review to Cabinet Summer 2006 and actions completed.	Report on revisions to Communications Strategy to go to Cabinet Member early in New Year.  Improvement has been recognised through award in May 2006 of LGA/LGComs gold award for media relations and short-listing for branding and A-Z of Council Services	Communications Manager
6.4	Proactively manage the information provided to local and national media to provide accurate and fair portrayal of Coventry and the City Council	Accurate information about Coventry and the City Council is available through the media	Ongoing review of press activity and success of media campaigns and appropriate action taken	More systematic evaluation of media campaigns and coverage is being developed and regular reports will be provided to senior managers and members from January 2007.  Appointment of Media Relations Coordinator in April 2006 has ensured consistent information provided to media.	Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
6.5	Review and revise consultation strategy and implement through a corporate approach	People feel better informed and feedback used to improve service delivery.	Revised consultation strategy  Implementation of Chief Executive's Review following consultation and agreement of proposals  (see 1.3)	Review and revision of consultation strategy to be finalised following corporate restructuring proposals. Further consultation on the Local Development Framework will take place in New Year. The Statement of Community Involvement has now been adopted.  The Council is working with the Coventry Partnership to develop a strategy for involving communities in service planning, which will be informed by pilots in six areas.  Ward forums have been set up In order to better engage and involve local communities. The first round will be completed by the end of November	Head of Corporate Policy

Money	Improving the way we work	People
Value for money review of promotion and publicity in 2006/07	More corporate approach to research and consultation will make consultation more efficient and effective	All restructurings have capacity to adversely affect the performance of those affected in short terms and needs to be taken into account.



Money	Improving the way we work	People
<b>Update:</b> This will follow on from the Chief Executive's restructuring and the Best Value Review of Promoting Coventry.	<b>Update:</b> This awaits the outcome of the Chief Executive's review.	<b>Update:</b>

Indicator Number	Indicator	Baseline 2005/06	Target 2006/07	Quarter 2 position	Year end position/	Will target be met yes/no?	Target 2007/08	Target 2008/09	Reporting Frequency
6a	Percentage of Council press releases taken up by media	95%	95%	95%		Yes	To be agreed	To be agreed	Quarterly
	<b>Comment:</b> Having a high percentage of press releases taken up helps the council to present its views more effectively.								
6b	Percentage of respondents answering that they are 'fairly well satisfied' or 'very well satisfied' with the way the Council keeps them informed about services and benefits it provides.	2003/04 46.4%	Increased %	Survey results not yet available		Not possible to say	N/A – survey only carried out every 3 years.	N/A - survey only carried out every 3 years	Every 3 years.
	<b>Comment:</b> There was only one question in 2003/04 User Satisfaction Survey relating to information provided about services and benefits whereas in 2006/07 this is preceded by 9 questions about specific aspects of information. This is likely to mean that the response to the question about overall satisfaction level is more accurate but it does mean that it cannot be strictly compared with previous result.								

## Summary for Portfolio of future resource and service issues to inform financial planning

<p><b>Delivering value for money service improvements</b></p>	<p>The Cabinet is being asked to approve the Council's Value for Money strategy in July 2006. A programme of Value for Money reviews has been proposed, which include the following for this portfolio:</p> <ul style="list-style-type: none"> <li>• Promotion and Publicity.</li> </ul> <p>In addition, the Council continues to deliver efficiencies in accordance with the Gershon agenda, and these are reported in the Annual Efficiency Statements – as the Council's Value for Money approach develops, it will include the ongoing delivery of efficiencies. However, the ongoing challenge to improve the way we work will continue.</p> <p>The Council's Medium Term Financial Strategy has identified a shortfall between forecast spending and resources for 2007/08, which will require decisions about the priority afforded to services in the budget setting process. Each Directorate is looking at the potential to deliver efficiency and other savings to manage the Council's financial pressures. These will be considered in the coming months and will be incorporated into future plans.</p>
<p><b>Potential pressures on resources in delivery of current policy e.g. effects of demographic changes; external costs; funding fall out</b></p>	
<p><b>Other service and performance issues that may have resource implications</b></p>	<p>The Chief Executive's review of Forward Planning and its implications for Corporate Policy Unit may impact on the way that services are delivered for this portfolio.</p>

## Cabinet Member Plan (Policy, Leadership and Governance) Finance

Policy, Leadership and Governance	2006/07 Gross Spend £000	2006/07 Gross Income £000	2006/07 Net Spend £000	2007/08 Net Spend £000	2008/09 Net Spend £000
<b>Revenue Budget</b>					
<b>Emergency Planning</b>	161	(1)	160	160	160
Local Strategic Partnership	190	(140)	50	50	50
<b>Corporate Policy Unit</b>					
Corporate Communications	947	(921)	26	26	26
Corporate Policy	1,862	(1,898)	(36)	(36)	(36)
Anti Poverty	75	0	75	75	75
International Projects	28	(8)	20	20	20
Peace Month	30	0	30	30	30
<b>Total Portfolio Revenue Budget</b>	<b>3293</b>	<b>(2,968)</b>	<b>325</b>	<b>325</b>	<b>325</b>

Other Information	2006/07 £000	2007/08 £000	2008/09 £000
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**Approved Future Revenue Budget Increases/(Decreases)**

None

**Total Approved & Provisional Capital Budget**

0                      0                      0

**Major Capital Projects (above £500k)**

None

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**Report to**

Scrutiny Co-ordination Committee

6<sup>th</sup> December, 2006

**Report of**

Head of Corporate Policy

**Title**

Cabinet Member (Policy, Leadership & Governance) Strategic Plan Update

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### 1 Purpose of the Report

- 1.1 Scrutiny Co-ordination Committee has asked the Cabinet Member (Policy, Leadership and Governance) to report back on issues arising from his portfolio and Cabinet Member Strategic Plan.
- 1.2 This report provides some information in advance of Councillor Taylor's attendance for this purpose at your meeting on 7<sup>th</sup> February, 2007.

### 2 Recommendations

- 2.1 You are asked to note the report.

### 3 Information/Background - International Strategy

- 3.1 Scrutiny Co-ordination Committee had raised concern about the level of staff resources available to support the International Strategy, particularly in relation to work on economic links and wanted to know how the International Strategy is progressing.
- 3.2 The council's current three year International Strategy was adopted in April 2004 and runs until March 2007. The strategy provides the context for the council's international work and responsibility for it falls into the portfolio of the Cabinet Member (Policy, Leadership and Governance). The strategy covers all the council's international work and work with partners and is delivered across the council's Directorates.
- 3.3 The International Strategy supports the council's corporate vision and corporate objectives and focuses on the following priority areas:
  - Peace, reconciliation and supporting democracy
  - Economy, business and trade
  - Culture, education and community links
  - Strategic development and the co-ordination of international activity.

- 3.4 A key element of the current strategy is the development of partnership work on a local, regional, European and international level, to be outward looking and promote Coventry as a city of the world.
- 3.5 The current strategy also identifies the development of the enlargement of the European Union and the changes to European Structural funds and EU regional policy post 2006 as key challenges that the council needs to address.
- 3.6 Although there will be more EU structural funding available for the West Midlands than was envisaged when the current International Strategy was developed, this will be limited. Accessing the next round of EU funding programmes for 2007-2013 will be more challenging for organisations in the West Midlands and in Coventry.
- 3.7 The issue of accessing future EU funding was raised earlier in the year at a meeting of the Cabinet Member (Finance, Procurement & Value for Money). To respond to this issue, and to inform the development of the council's next International Strategy, a consultant, Dr Jon Bloomfield from the Institute of Local Government Studies, University of Birmingham, was appointed to advise the City Council on how to maximise opportunities for EU funding and influence. Dr Bloomfield's report "*Coventry's European Future – A report of how the city's European aspirations can best be achieved*" and its recommendations will be formally considered by the Cabinet Member (Finance, Procurement & Value for Money) at his meeting on 10 January 2007.
- 3.8 The recommendations of the Bloomfield report are also being used to inform the development of the council's future International Strategy. In addition to this research into EU opportunities, a group of officers has been formed from the key service areas of the council to inform the development of the International Strategy. This work includes an examination of the council's current activity, identification of likely future policy/service areas that may need support from international partnership working e.g. climate change; understanding the future aspirations of our key partner organisations such as the two Universities and the Chamber of Commerce and mapping of sub-region and regional interests.
- 3.9 The current International Strategy highlights the importance of developing partnership networks for Coventry – both regionally and independently. This approach is supported by the Bloomfield report. This is currently being developed through two complementary routes – EU city networks and at a West Midlands regional level.

### **City Networks**

- 3.10 If Coventry is to maximise future EU funding opportunities, the council will need to develop transnational initiatives and look to maximise opportunities for funding from streams such as the R&D Frameworks. These are not ring fenced funds accessed through Birmingham like the Structural Funds, but mainstream EU funding accessed through Brussels.
- 3.11 With this aim in mind, as reported to Scrutiny Board 1 last year, Coventry has been accepted as a member of the Conference of Atlantic Arc Cities, an EU city network made up of cities from Spain, Portugal, France, Ireland and the UK – the north-west of the EU. The CAAC is keen for Coventry to be a member city - as a UK city with a different economic offer we make a good partner and have many similar regeneration and sustainability aspirations to cities such as Lisbon, Burgos, Rennes and Cork. Although CAAC has a maritime focus for some areas of its policy and funding streams, a number of other member cities are also inland, some being further from the sea than Coventry.

- 3.12 A relatively inexpensive network – costing 5100 euros – the CAAC is influential in Brussels and has good access to the EU Commission. Membership offers us some access to specific transnational funding and more importantly, ready made partnerships to access a wider range of EU funds. It also has provided opportunities to promote the city and showcase good practice. Coventry can be an influential member of the CAAC compared to our position in a larger network such as Eurocities and no other Midlands city is a member of CAAC. The city of Cardiff currently holds the Presidency of CAAC.
- 3.13 The CAAC is currently developing a new range of work streams with a view to working together on developing projects and initiatives that can access European funding from 2007-2013. Coventry has been chosen to lead the Urban Regeneration work stream and is a member of the Economic Development working group. This will be an opportunity to influence the development of initiatives and to maximise the benefits of membership and will also enable the council to assess better the value of the council's investment. As a lead city, Coventry becomes a member of the Executive Bureau. Two officers are attending a meeting of the Bureau and the Economic Development Group on 20 and 21 November 2006 to make two presentations about Coventry's proposals for future projects. Areas of activity currently being considered include: SMEs, employment and skills. Social inclusion; innovation and technology clusters; sustainable development and climate change; better partnership working and involvement of local communities in regeneration projects.
- 3.14 Coventry will host a meeting of the CAAC Urban Regeneration Group in the new year. A full report on the CAAC with recommendations that the council commits to membership for a year will be considered at the meeting of the Cabinet Member (Policy, Leadership and Governance) on 30 November 2006.

### **Regional Working**

- 3.15 In addition to the council attending a number of sub-regional and regional officers' meetings on European and International issues, Councillor Taylor has been elected onto the West Midlands Regional Assembly European and International Affairs Partnership. This is a key regional body and will assist in ensuring that Coventry's interests are represented at a regional level and that funding and other opportunities can be accessed.

### **Staff Resources**

- 3.16 The council currently has dedicated resources for its international work based in the Policy and Performance Team in the Chief Executive's Directorate. This includes two posts, one of which is currently vacant. However, international activity takes place across the council, including officers working to access EU funding, promote the city and encourage international inward investment.
- 3.17 As part of the council's response to the recommendations of the Bloomfield report, officers will be making recommendations to Cabinet about the most effective way of delivering support to international work in the future. This will also be considered by the Chief Executive in her proposals for the restructuring of the council's workforce.

## **4 Maximising Access to External Funding Sources**

- 4.1 The Cabinet Member (Policy, Leadership and Governance) was asked by Scrutiny Co-ordination Committee on 9 August 2006 to investigate the possibility of working up schemes of varying sizes which could be drawn on to access Government and European funding on demand.

- 4.2 The council continues to work on a range of potential investment projects and initiatives – both the council’s own projects and those of partner organisations - as part of on-going planning to regenerate the city. These are not being developed specifically to access funding but because they are projects that will benefit Coventry.
- 4.3 The Bloomfield report will highlight those EU funding streams that are considered to be the best opportunities for Coventry and work will be undertaken on the recommendations of this report. As noted above, this will be considered by the Cabinet Member (Finance, Procurement and Value for Money) at his meeting on 10 January 2007.

List of background papers

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Papers open to Public Inspection

**Description of paper**

**Location**

None