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**Report to**

Cabinet

Scrutiny Co-ordination Committee

Scrutiny Board 1

Scrutiny Board 2

Scrutiny Board 3

Scrutiny Board 4

**31<sup>st</sup> July 2007**

8<sup>th</sup> August, 2007

29<sup>th</sup> August and 12<sup>th</sup> September, 2007

5<sup>th</sup> September, 2007

29<sup>th</sup> August and 10<sup>th</sup> and 12<sup>th</sup> September, 2007

8<sup>th</sup> August, 2007

**Report of**

Chief Executive

**Cabinet Member Strategic Plans 2007/08 – 2009/10**

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**1 Purpose of the Report**

- 1.1 To provide a review of the progress made on Cabinet Member Strategic Plans in 2006/07 and to agree the updated plans for 2007/08 – 2009/10 in accordance with the Council's performance management framework.

**2 Recommendations**

- 2.1 Cabinet is asked to: agree Cabinet Member Strategic Plans for 2007/08 –2009/10 including the review of progress for 2006/07, these are the working planning documents for the following Cabinet Members:

- Cabinet Member (Policy, Leadership and Governance)
- Cabinet Member (Finance, Procurement and Value for Money)
- Cabinet Member (Children, Learning and Young People)
- Cabinet Member (Culture, Leisure and Libraries)
- Cabinet Member (City Services)
- Cabinet Member (Community Services)
- Cabinet Member (Customer, Workforce and Legal Services)
- Cabinet Member (Neighbourhoods and Community Safety)
- Cabinet Member (City Development)
- Cabinet Member (Climate Change, Housing and Sustainability)

- 2.2 Scrutiny Co-ordination Committee and Scrutiny Boards are asked to comment on and contribute to the relevant Cabinet Member Strategic Plans 2007/08 –2009/10 including the review of progress for 2006/07.

### **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 The revised three-year Corporate Plan for 2007/08 – 2009/10 provides strategic direction for the council for the next three years and was approved at Council on 26 June 2007. The Corporate Plan uses a corporate balanced scorecard to set out the council's vision and corporate objectives, along with the management objectives required to enable the council to deliver its vision. Cabinet Member Strategic Plans set out how each portfolio will contribute to the council's vision and objectives through a series of strategic objectives with associated priorities, activity and performance measures.
- 3.3 This year, there have been additions to the corporate objectives to reflect the new priorities of transforming the City Centre and tackling climate change, as well as changes to the management objectives to emphasise the importance of delivering value for money as part of all service delivery.
- 3.4 Cabinet Member Strategic Plans are working documents that are used by Cabinet Members and Scrutiny Boards to plan activity and finance, measure performance and consider value for money for each portfolio. They have a three-year time frame and are prepared on a rolling basis in May/June each year. Plans are revised by the Cabinet Member in year as necessary and, as working planning documents, may contain elements that need further working up and additional detail.
- 3.5 This year, to simplify the documentation and to reinforce the fact that plans roll forward from one year to the next, the 2007/08 – 2009/10 plans presented for your approval also contain the information for the 2006/07 end-year review. The exception to this is the Cabinet Member Plan (Culture, Leisure and Libraries), which, because of the amount of change this time round, is presented as two documents, end of year review 2006/07 and the new plan 2007/08 – 2009/10.
- 3.6 Cabinet Member Strategic Plans have been revised for 2007/08 – 2009/10 following the review of last year's performance, the adoption of the new Corporate Plan and the revision of portfolios for 2007/08. This year, there is a new portfolio and plan to reflect the Council's priority in tackling climate change. The plans set out for each portfolio the key strategic objectives that will contribute to the delivery of the Council's vision and corporate objectives. They identify the key outcomes to be achieved at this strategic level and the actions and resources necessary to achieve them.
- 3.7 The revised strategic objectives for each Cabinet Member are set out in Appendix 1. Once the plans have been agreed, they will be made available on the City Council's website and used to inform organisations and members of the public about the Council and Cabinet Members' priorities and the planned work and performance of the Cabinet portfolios.
- 3.8 Cabinet Member Strategic Plans will play a key role in articulating the Council vision and the implications for each portfolio. They provide strategic direction for the council's services and activities. The contribution that Cabinet Members' strategic objectives are making to the council's Corporate and Management Objectives is set out in Appendix 2, which includes a copy of the council's updated balanced scorecard.

- 3.9 The Cabinet Member Strategic Plans will be the main focus for formal reporting to Members – through Scrutiny and Cabinet - and will be used in the forward planning of Council business and to provide information for the budget-setting process. The Cabinet Member 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.
- 3.10 The council sets its budget by allocating resources to deliver its vision and corporate objectives. As the key strategic documents for each portfolio, Cabinet Member Strategic Plans play an important part in the policy and performance planning of the council. This year, the links between portfolio priorities and performance, budget-setting and value for money continue to be strengthened. Each plan includes an assessment of the potential implications of the priorities and activity covered by the Cabinet Member Strategic Plan upon the council's allocation of resources.

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

- 4.1 The proposal is outlined above and there are no other options to be considered.

#### 5 Other specific implications

##### 5.1

|   | Implications<br>(See below) | No<br>Implications |
|---|-----------------------------|--------------------|
| Neighbourhood Management                  | √                           |                    |
| Best Value                                | √                           |                    |
| Children and Young People                 | √                           |                    |
| 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                     | √                           |                    |

|   | Implications<br>(See below) | No<br>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 areas of the Council's work and for the achievement of Best Value and these are set out in detail in the plans in the attached CD ROM.

## 6 Monitoring

6.1 The Cabinet Member Strategic Plans will be monitored through regular informal reporting by employees to Cabinet Members so that appropriate actions can be taken and by formal reporting on progress by each Cabinet Member to the relevant Scrutiny Board and to the Cabinet on a six-monthly basis.

## 7 Timescale and expected outcomes

7.1 The Cabinet Member Strategic Plans have a three-year time-frame and will be formally reviewed every six months and revised annually. The Cabinet Member Strategic Plans set out the key planned strategic activities for each portfolio that will contribute to the delivery of the Council's objectives in the Corporate Plan and they will assist with forward planning of Council business and the allocation of budgets. Delivery of the strategic actions in plans will be through detailed operational plans at service level.

|   | Yes   | No |
|---|---|----|
| <b>Key Decision</b>   |   | √  |
| <b>Scrutiny Consideration<br/>(if yes, which Scrutiny<br/>meeting and date)</b> | √<br><b>Scrutiny Co-ordination<br/>Committee</b> 08.08.07<br><b>Scrutiny Board 1:</b> 29.08.07<br>12.09.07<br><b>Scrutiny Board 2:</b> 05.09.07<br><b>Scrutiny Board 3:</b> 29.08.07<br>10.09.07<br>12.09.07<br><b>Scrutiny Board 4:</b> 08.08.07 |    |
| <b>Council Consideration<br/>(if yes, date of Council<br/>meeting)</b>          |   | √  |

List of background papers

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Papers open to Public Inspection

**Description of paper**  
None

**Location**

### **Cabinet Member Plans Strategic Objectives 2007/08 – 2009/10**

#### **Cabinet Member (Policy, Leadership and Governance)**

- Lead the overall policy direction of the Council and ensure that the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency
- Ensure the city of Coventry is effectively and appropriately represented at a local, regional, national and international level in order to deliver the Council's vision for Coventry.
- Ensure that the City Council plays a key part in the Coventry Partnership and that the Sustainable Community Strategy and the new Local Area Agreement are developed effectively.
- Ensure the Cabinet remains focused on key aims and objectives and that appropriate priorities are identified and pursued
- Ensure that the Council is equipped to deal with emergencies in Coventry
- Provide leadership for the city and ensure the council communicates and consults with its residents and develops civic pride.

#### **Cabinet Member (Finance, Procurement and Value for Money)**

- Deliver a high quality Housing Benefit service that meets the needs of our customers
- Ensure that the Council maximises and allocates resources in line with corporate priorities to set a balanced budget each year within the context of the Medium Term Financial Strategy
- Ensure that the Council maximises opportunities to improve value for money from its services and the way it works.
- Ensure procurement arrangements effectively support the work of the council and contribute to efficiency savings targets
- Maximise local Council Tax collection
- Promote and improve community cohesion in Coventry
- Ensure delivery of the Council's risk management strategy and embed it into the policy planning process.
- Ensure that the Council develops more equal access to its services and improves the diversity of the workforce profile.

#### **Cabinet Member (City Services)**

- Reduce the environmental impact of waste by improving waste management and encouraging local residents to reduce, re-use and recycle their waste
- Tackle environmental crime through a proactive programme of education and enforcement
- Make the city cleaner, safer and greener
- Improve the condition and quality of Coventry's roads and footpaths through improved planning, co-ordination, investment and maintenance
- Ensure services are accessible and responsive to the needs of local people.

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

- Ensure that adults can live at home safely, and that needs are met locally where appropriate
- Ensure adults using social care services are supported to live independent lives and have access to life opportunities
- Ensure that service users are involved and able to have a say on issues affecting them.
- Ensure that carers' needs are assessed and that they are involved in planning any support necessary so that they can continue to care for as long as they and the person they care for wishes.
- Commission effectively and achieve efficiencies.
- Ensure that social care employees are appropriately skilled, trained and qualified and to promote the uptake of training at all levels.
- Eradicate smoking in enclosed public places by working in partnership with Smoke Free Coventry.
- Improve citizen's health focusing on choice-based health interventions that reduce health inequalities.

### **Cabinet Member (City Development)**

- Transform Coventry through a 15 – 20 year sustainable growth programme
- Focus growth on transforming the city centre to create "life and soul"
- Create change and develop sustainable communities through multi faceted Urban regeneration projects, including:
  - New Deal for Communities
  - Swanswell
  - Canley Regeneration
- Maximise property assets, income and external funding to finance corporate priorities, specifically the growth programme
- Oversee the city's transport strategy, ensuring that it strengthens Coventry's accessibility and capitalises on the city's locational advantage
- Create employment, enterprise and investment opportunities for everyone in Coventry.

### **Cabinet Member (Culture, Leisure and Libraries)**

- Support people from all communities to attain their potential through cultural, leisure and libraries initiatives, learning for life and study support.
- Continuously improve and develop the quality and access to Culture, Leisure and Libraries services and facilities and Adult Education opportunities.
- Improve and build the profile of Culture, Leisure, Libraries and Adult Education services and facilities internally and externally.
- Attracting capital and revenue funding into all service areas and improving the efficiency of the service.
- Encourage the use and improve the attraction of Coventry as a venue for tourism and leisure activities.

### **Cabinet Member (Neighbourhoods and Community Safety)**

1. To generate pride in communities and provide reassurance to residents by tackling issues at an early stage and through involving communities.
2. To create genuine neighbourhood working that enables joint service delivery at a local level, aligned with Council and Government's targets and objectives.
3. To ensure good relationships with the voluntary and community sectors and encourage their involvement in the development and delivery of services.
4. Promote the social inclusion and integration of newly arrived migrants so that they have appropriate access to public services and participate fully in British society
5. To challenge and reduce anti-social and "yobbish" behaviour using a proactive and multi-agency approach.
6. To reduce crime, the causes of and fear of crime as part of the Community Safety Partnership.

### **Cabinet Member (Children, Learning and Young People)**

- Maintain and improve standards of education to ensure that all children realise their full potential and that people will choose the city as a place to live, learn and work.
- Ensure that users and carers are actively involved in planning services
- Ensure that all young people have access to good youth and leisure facilities
- Promote the health and well-being of children and young people and ensure they are protected from harm
- Ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care
- Ensure that those working with children are appropriately skilled, trained and qualified and promote the uptake of training at all levels and in all professions.

### **Cabinet Member (Customer, Workforce and Legal Services)**

- Develop the strategic vision and objectives for customer and workforce services through the establishment of the new Directorate.
- Reduce levels of sickness absence through robust performance management and supportive and preventative occupational health services.
- Protect, promote and enhance the health and safety of Council employees and others who are affected by City Council undertakings.
- Research and plan for future workforce needs and develop approaches to recruit, retain, train and develop and motivate employees to deliver the Council's corporate objectives.
- Support leadership development and effective performance for elected members through a range of training and development initiatives and effective administrative and ICT support arrangements.
- Improve the diversity of the workforce profile through the implementation of the Council's 'Equalities in Employment Strategy.'
- Implement and promote new ways of delivering HR processes, through the implementation of Resourcelink manager and employee self-service.



- Implement the Government agenda to encourage/ maximise participation in the democratic process and to deter electoral fraud.
- Facilitate the modernisation of services through service redesign support and maximising the use of technology to improve the efficiency and effectiveness of service delivery.
- Review and improve the accessibility and convenience of Council services to meet the diverse needs of customers.
- Understanding future needs for legal services and supporting major projects.

### **Cabinet Member (Climate Change, Housing and Sustainability)**

- Working to tackle climate change.
- Promote sustainable development.
- Create more sustainable communities through providing:
  - More housing
  - Better quality housing
  - A mixture of types and tenure
  - Meeting people's wider needs
- Modernise social housing, its access in the City and prevent homelessness.

# The Corporate Balanced Scorecard

The Council wants ...

Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest.

**Our Vision for Coventry**

We aim to ...

***Customers and Communities***

- Improve the quality and efficiency of services and make it easier to access them
- Ensure the best quality education for all and that children and young people can achieve their maximum potential
- Regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre
- Promote health, independence and choice for all citizens
- Create a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live
- Make the city clean and green and work to tackle climate change
- Actively promote equality so that people from different backgrounds have similar life opportunities

**Our Corporate Objectives**

To achieve this we need to ...

***Budgets***

- Ensure sound management of the Council's resources
- Deliver the Council's Medium Term Financial Strategy to meet the corporate objectives and balance the budget.
- Maximise resources

***Improving the way we work and deliver value for money***

- Improve the quality of our service delivery
- Improve access to the services we provide
- Improve the efficiency of the services we provide

***People***

- Ensure Councillors are well trained and well supported
- Develop the skills, competencies and motivation of our workforce
- Build a representative workforce, fairly treated
- Maintain the health, safety and welfare of our workforce

**Our Management Objectives**

To do this we will ...

***Underpinning the way we work***

- Demonstrate good leadership, honesty and responsiveness
- Put the customer first
- Provide good value for money
- Value diversity, social justice and community cohesion
- Work in partnership and deliver the Community Plan

**Our Values**

## Cabinet Member Objectives set out by Council Corporate and Management Objectives

| Corporate Objective   | Cabinet Member Objectives  |
|---|--|
| <b>Corporate Scorecard Theme: Customers and Communities</b>   |  |
| <p><b>To improve the quality and efficiency of services and make it easier to access them</b></p>                                 | <ul style="list-style-type: none"> <li>• Lead the overall policy direction of the Council and ensure that the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency. (Policy Leadership and Governance)</li> <li>• Ensure that the City Council plays a key part in the Coventry Partnership and that the Sustainable Community Strategy and the new Local Area Agreement are developed effectively.</li> <li>• Ensure the Cabinet remains focused on key aims and objectives and that appropriate priorities are identified and pursued (Policy Leadership and Governance)</li> <li>• To create genuine neighbourhood working that enables joint service delivery at a local level, aligned with Council and Government's targets and objectives. (Neighbourhoods and Community Safety)</li> <li>• Develop the strategic vision and objectives for customer and workforce services through the establishment of the new Directorate. (Customer, Workforce and Legal Services)</li> </ul> |
| <p><b>To ensure the best quality education for all and that children and young people can achieve their maximum potential</b></p> | <ul style="list-style-type: none"> <li>• Maintain and improve standards of education to ensure that all children realise their full potential and that people will choose the city as a place to live, learn and work. (Children learning and Young People)</li> <li>• Ensure that all young people have access to good youth and leisure facilities (Children Learning and Young People)</li> </ul>   |

| Corporate Objective   | Cabinet Member Objectives  |
|---|--|
| <b>Corporate Scorecard Theme: Customers and Communities</b>   |  |
| <p><b>To regenerate the city and ensure people have a good choice of jobs and housing and transform the city centre</b></p> | <ul style="list-style-type: none"> <li>• Ensure the city of Coventry is effectively and appropriately represented at a local, regional, national and international level in order to deliver the Council's vision for Coventry. (Policy Leadership and Governance)</li> <li>• Encourage the use and improve the attraction of Coventry as a venue for tourism and leisure activities. (Culture Leisure and Libraries)</li> <li>• Create more sustainable communities through providing: <ul style="list-style-type: none"> <li>○ More housing</li> <li>○ Better quality housing</li> <li>○ Diverse mix tenure</li> <li>○ A mixture of types and tenure (Climate Change, Housing and Sustainability)</li> </ul> </li> <li>• Modernise social housing, its access in the City and prevent homelessness (Climate Change, Housing and Sustainability)</li> <li>• Transform Coventry through a 15 – 20 year sustainable growth programme (City Development)</li> <li>• Focus growth on transforming the city centre to create "life and soul" (City Development)</li> <li>• Create change and develop sustainable communities through multi faceted Urban regeneration projects, including: <ul style="list-style-type: none"> <li>– New Deal for Communities</li> <li>– Swanswell</li> <li>– Canley Regeneration (City Development)</li> </ul> </li> <li>• Create employment, enterprise and investment opportunities for everyone in Coventry.(City Development)</li> </ul> |

| Corporate Objective   | Cabinet Member Objectives   |
|---|---|
| <b>Corporate Scorecard Theme: Customers and Communities</b>               |   |
| <p><b>To promote health, independence and choice for all citizens</b></p> | <ul style="list-style-type: none"> <li>• Ensure that adults can live at home safely, and that needs are met locally where appropriate (Community Services)</li> <li>• Ensure adults using social care services are supported to live independent lives and have access to life opportunities (Community Services)</li> <li>• Ensure that service users are involved and able to have a say on issues affecting them. (Community Services)</li> <li>• Ensure that carers' needs are assessed and that they are involved in planning any support necessary so that they can continue to care for as long as they and the person they care for wishes.(Community Services)</li> <li>• Eradicate smoking in enclosed public places by working in partnership with Smoke Free Coventry. (Community Services)</li> <li>• Improve citizen's health focusing on choice-based health interventions that reduce health inequalities. (Community Services)</li> <li>• Support people from all communities to attain their potential through cultural, leisure and libraries initiatives, learning for life and study support. (Culture, Leisure and Libraries)</li> <li>• Ensure that users and carers are actively involved in planning services (Children Learning and Young People)</li> <li>• Promote the health and well-being of children and young people and ensure they are protected from harm (Children Learning and Young People)</li> </ul> |

| Corporate Objective   | Cabinet Member Objectives  |
|---|--|
| <b>Corporate Scorecard Theme: Customers and Communities</b>   |  |
| <p><b>To create a city where people feel safe and confident and where no one is disadvantaged by the neighbourhood in which they live</b></p> | <ul style="list-style-type: none"> <li>• To generate pride in communities and provide reassurance to residents by tackling issues at an early stage and through involving communities. (Neighbourhoods and Community Safety)</li> <li>• To challenge and reduce anti-social and "yobbish" behaviour using a proactive and multi-agency approach. (Neighbourhoods and Community Safety)</li> <li>• To reduce crime, the causes of and fear of crime as part of the Community Safety Partnership. (Neighbourhoods and Community Safety)</li> <li>• Oversee the city's transport strategy, ensuring that it strengthens Coventry's accessibility and capitalises on the city's locational advantage. (City Development)</li> </ul>        |
| <p><b>To make the city clean and green and work to tackle climate change</b></p>  | <ul style="list-style-type: none"> <li>• Reduce the environmental impact of waste by improving waste management and encouraging local residents to reduce, re-use and recycle their waste (City Services)</li> <li>• Tackle environmental crime through a proactive programme of education and enforcement (City Services)</li> <li>• Make the city cleaner, safer and greener (City Services)</li> <li>• Working to tackle climate change. (Climate, Change, Housing and Sustainability)</li> <li>• Promote sustainable development (Climate Change, Housing and Sustainability)</li> </ul>   |
| <p><b>Actively promote equality so that people from different backgrounds have similar life opportunities</b></p>                             | <ul style="list-style-type: none"> <li>• Promote and improve community cohesion in Coventry (Finance Procurement and Value For Money)</li> <li>• Ensure that the Council develops more equal access to its services and improves the diversity of the workforce profile. (Finance Procurement and value For Money)</li> <li>• Ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care (Children Learning and Young People)</li> <li>• Promote the social inclusion and integration of newly arrived migrants so that they have appropriate access to public services and participate fully in British society (Neighbourhoods and Community Safety)</li> </ul> |

| Management Objective  | Cabinet Member Objectives  |
|---|--|
| <b>Corporate Scorecard Theme: Budgets</b>   |  |
| <b>Ensure Sound Management of the Council's Resources</b>   | <ul style="list-style-type: none"> <li>• Ensure that the Council maximises and allocates resources in line with corporate priorities to set a balanced budget each year within the context of the Medium Term Financial Strategy (Finance Procurement and Value for Money)</li> </ul>  |
| <b>Deliver the council's Medium Term Financial Strategy to meet the corporate objectives and balance the budget</b> | <ul style="list-style-type: none"> <li>• Ensure that the Council maximises and allocates resources in line with corporate priorities to set a balanced budget each year within the context of the Medium Term Financial Strategy (Finance Procurement and Value for Money)</li> </ul>  |
| <b>Maximise Resources</b>   | <ul style="list-style-type: none"> <li>• Maximise local Council Tax collection (Finance Procurement and Value For Money)</li> <li>• Attracting capital and revenue funding into all service areas and improving the efficiency of the service (Culture, Leisure and Libraries)</li> <li>• Maximise property assets, income and external funding to finance corporate priorities, specifically the growth programme (City Development)</li> </ul> |

| Management Objective  | Cabinet Member Objectives   |
|---|---|
| <b>Corporate Scorecard Theme: Improving The Way We Work and Deliver Value For Money</b> |   |
| <b>To improve the quality of our service delivery</b>                                   | <ul style="list-style-type: none"> <li>• Ensure that the Council is equipped to deal with emergencies in Coventry (Policy Leadership and Governance)</li> <li>• Deliver a high quality Housing Benefit service that meets the needs of our customers (Finance, Procurement and Value for Money)</li> <li>• Improve the condition and quality of Coventry's roads and footpaths through improved planning, co-ordination, investment and maintenance (City Services)</li> <li>• Continuously improve and develop the quality and access to Culture, Leisure and Libraries services and facilities and Adult Education opportunities.(Culture Leisure and Libraries)</li> <li>• Continuously improve and develop the quality and access to Culture, Leisure and Libraries services and facilities and Adult Education opportunities.(Culture Leisure and Libraries)</li> <li>• Improve and build the profile of Culture, Leisure, Libraries and Adult Education services and facilities internally and externally. (Culture Leisure and Libraries)</li> <li>• To ensure good relationships with the voluntary and community sectors and encourage their involvement in the development and delivery of services. (Neighbourhoods and Community Safety)</li> <li>• Understanding future needs for legal services and supporting major projects. (Customer Workforce and Legal Services)</li> </ul> |
| <b>Improve access to the services we provide</b>  | <ul style="list-style-type: none"> <li>• Provide leadership for the city and ensure the council communicates and consults with its residents and develops civic pride. (Policy Leadership and Governance)</li> <li>• Ensure services are accessible and responsive to the needs of local people. (City Services)</li> <li>• Review and improve the accessibility and convenience of Council services to meet the diverse needs of customers. (Customer, Workforce and Legal Services)</li> <li>• Implement the Government agenda to encourage/ maximise participation in the democratic process and to deter electoral fraud. (Customer, Workforce and Legal Services)</li> </ul>   |



| Management Objective  | Cabinet Member Objectives  |
|---|--|
| <b>Corporate Scorecard Theme: Improving The Way We Work and Deliver Value For Money</b> |  |
| <b>Improve the efficiency of the services we provide</b>                                | <ul style="list-style-type: none"> <li>• Ensure that the Council maximises opportunities to improve value for money from its services and the way it works. (Finance Procurement and Value For Money)</li> <li>▪ Ensure delivery of the Council's risk management strategy and embed it into the policy planning processes.(Finance procurement and Value For Money)</li> <li>• Commission effectively and achieve efficiencies (improve efficiency of services we provide)</li> <li>• Facilitate the modernisation of services through service redesign support and maximise use of technology to improve the efficiency and effectiveness of service delivery. (Customers, Workforce and Legal Services)</li> <li>• Implement and promote new ways of delivering HR processes, through the implementation of Resourcelink manager and employee self-service. (Customer, Workforce and Legal Services)</li> <li>• Ensure procurement arrangements effectively support the work of the council and contribute to efficiency savings targets (Finance Procurement and Value For Money)</li> </ul> |

| Management Objective  | Cabinet Member Objectives   |
|---|---|
| <b>Corporate Scorecard Theme: People</b>                                |   |
| <b>Ensure that Councillors are well trained and well supported</b>      | <ul style="list-style-type: none"> <li>▪ Support leadership development and effective performance for elected members through a range of training and development initiatives and effective administrative and ICT support arrangements. (Customer, Workforce and Legal Services)</li> </ul>  |
| <b>Develop the skills, competencies and motivation of our workforce</b> | <ul style="list-style-type: none"> <li>• Ensure that social care employees are appropriately skilled, trained and qualified and to promote the uptake of training at all levels. (Community Services)</li> <li>• Ensure that those working with children are appropriately skilled, trained and qualified and promote the uptake of training at all levels and in all professions. (Children Learning and Young People)</li> <li>• Research and plan for future workforce needs and develop approaches to recruit and retain, train and develop and motivate employees to deliver the Council's corporate objectives. (Customer, Workforce and Legal Services)</li> </ul> |
| <b>Build a representative workforce, fairly treated</b>                 | <ul style="list-style-type: none"> <li>• Ensure that the Council develops more equal access to its services. (Finance Procurement and value For Money)</li> <li>• Improve the diversity of the workforce profile through the implementation of the Council's 'Equalities in Employment Strategy.' (Customer, Workforce and Legal Services)</li> </ul>   |
| <b>Maintain a healthy and safe workforce</b>                            | <ul style="list-style-type: none"> <li>• Reduce levels of sickness absence through robust performance management and supportive and preventative occupational health services. (Customer, Workforce and Legal Services)</li> <li>• Protect, promote and enhance the health and safety of Council employees and others who are affected by City Council undertakings. (Customer, Workforce and Legal Services)</li> </ul>  |

# **Cabinet Member for Policy, Leadership and Governance Strategic Plan**

**2007/08 – 2009/10**

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2. Summary of strategic objectives
3. Policy Context
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## Cabinet Member Plan (Policy, Leadership and Governance)

|                        |  |
|------------------------|--|
| <b>1. Introduction</b> | The Portfolio includes overall responsibility for the Council's corporate policy and performance. This includes the Coventry Community Plan, the Council's corporate plan and the council's corporate performance framework, and the comprehensive performance assessment. The portfolio also includes strategic communications, relationships with external bodies including the Coventry Partnership, partnership companies and international relations, and Emergency Planning. As Cabinet Member and Leader of the Council, I will continue to work to promote Coventry's interests and improve the image of the city, both locally and within the West Midlands region and at a national and international level. |
|------------------------|--|

| 2. Summary of Strategic Objectives | Cabinet Member Plan Strategic Objective and reference  | Scorecard Theme                                       | Corporate Objective  |
|------------------------------------|--|---|--|
|                                    | 1 Lead the overall policy direction of the Council and ensure the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency                 | Customers and Communities                             | To improve the quality and efficiency of services and make it easier to access them.                           |
|                                    | 2 Ensure the city of Coventry is effectively and appropriately represented at a local, regional, national and international level in order to deliver the Council's vision for Coventry. | Customers and Communities                             | To regenerate the City and ensure people have a good choice of jobs and housing and transform the City Centre. |
|                                    | 3 Ensure that the City Council plays a key part in the Coventry Partnership and that the Sustainable Community Strategy and the new Local Area Agreement are developed effectively.      | Customers and Communities                             | To improve the quality and efficiency of services and make it easier to access them.                           |
|                                    | 4 Ensure the Cabinet remains focused on key aims and objectives and that appropriate priorities are identified and pursued.  | Customers and Communities                             | To improve the quality and efficiency of services and make it easier to access them.                           |
|                                    | 5 Ensure that the Council is equipped to deal with emergencies in Coventry   | Improving the way we work and deliver value for money | Improving the quality of service delivery  |
|                                    | 6 Provide leadership for the city and ensure the council communicates and consults with its residents and develops civic pride.  | Improving the way we work and deliver value for money | Improve access to the services we provide.   |

### 3. Policy Context

The City Council wants Coventry to be a growing accessible city where people choose to live, work and be educated and businesses chose to invest. To achieve this, the City Council is committed to improving the quality and efficiency of its services and to make it easier to access them. The Policy, Leadership and Governance portfolio has the overall responsibility for ensuring that the Council focuses on key aims and appropriate priorities and has the capacity and performance to ensure that services are delivered effectively and efficiently and the Council's vision and corporate objective are delivered. This includes ensuring that the Council has efficient systems for communication and consulting with its residents.

The portfolio operates within the context of central government policy on local government, particularly the Government's modernisation agenda. This includes guidance on performance including the Comprehensive Performance Assessment, which is going to be replaced by the Comprehensive Area Assessment in 2009, the responsibility of the City Council to lead in promoting the social economic and environmental well-being of the city of Coventry and its people and the production of a Sustainable Community Strategy and Local Area Agreement.

The leadership of the city at local, regional, national and international level involves working in partnership with communities and organisations from all sectors both inside and outside the city to ensure the sustainable growth and development of a peaceful and prosperous city where people are proud to live and work.

The City Council works in partnership with other key agencies to ensure that the city is equipped to deal with emergencies in Coventry. The City Council has reviewed its emergency planning functions and has invested in additional staffing resource, which has significantly improved our resilience and ability to work with partners.

| 4. Links with Other Plans   | Name of Plan                           | Key Aims and Objectives  |
|---|--|--|
| <b>Statutory Plans,<br/>Operational Plans<br/>Improvement Plans<br/>External Partners<br/>Plans<br/>Other Plans</b> | Best Value Performance Plan            | <p>Part 1 is the Council's Corporate Plan and sets out the Council's key objectives and how these will be measured</p> <p>Part 2 is the Council's Performance Report which provides detailed performance information for the previous year and targets for the coming two years.</p> |
|   | Coventry Community Plan                | This is the community strategy for Coventry agreed by the Coventry Partnership and sets out the strategic priorities for the City  |
|   | Communications Strategy                | This sets out the aims and mechanisms for effective internal and external communications by the Council  |
|   | Local Area Agreement                   | This sets out activities, targets and funding agreed with the Government and the Coventry Partnership for a number of key service areas.   |
|   | Emergency Planning Manual              | This sets out the Council's plans and procedures for dealing with emergencies in the city  |
|   | Corporate Policy Unit Operational Plan | This is the working plan for the Corporate Policy Unit   |
|   | Local Public Service Agreement 2       | This is a formal agreement between the City Council and central government linking an number of specific service improvement to additional grant.  |

| <b>5. Performance Overview</b>                                   |  |  |   |                       |
|--|--|--|---|-----------------------|
| <b>Overall summary of performance for the portfolio 2006/07:</b> |  | Performance management has become more embedded within the organisation and the Audit Commission awarded a score of 3 out of a possible 4 for performance management as part of the Corporate Assessment. The Chief Executive's proposals for restructuring were approved and are now being implemented. The Best Value User Satisfaction survey, which is carried out every three years, showed marked improvements in satisfaction with both Council services and complaint handling. Work has commenced in response to government proposals for local government, which will require closer working with the Coventry Partnership in order to develop the new Sustainable Communities Strategy and Local Area Agreement. The Council has an increasing profile at all levels and is gaining access to key decision makers and opinion formers. Work on developing the consultation strategy was put on hold until the restructuring proposals were agreed but will be addressed in the current year. A community involvement strategy is also being developed. Significant progress has been achieved in Emergency Planning. A detailed action plan to achieve improved resilience has been drawn up. |   |                       |
|  | <b>Objectives</b>  | <b>Progress in relation to strategic objectives in 2006/07</b>   | <b>Actions to improve performance and take forward into 2007/08</b>   | <b>Plan reference</b> |
| 1  | Ensure that the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency | 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 26% of authorities scored so far. The 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 were approved on 27 February 2007 and implementation is underway. This aims to improve capacity to continue the Council's performance improvement, making the Council more efficient and effective and to respond to the growth agenda. The Best Value User Satisfaction survey of complaint handling carried out in 2006/07 showed improved satisfaction level of 43% compared with 30% for the previous survey carried out in 2003/04. This was the second best performance nationally for this indicator. The satisfaction level with Council Services overall was 51% which was also an improvement on 41% in 2003/04. This was the most improved score nationally and is now at the national average.  | New action on developing sustainable communities strategy and new local area agreement (or possibly not if it goes under objective 3) |                       |



| 5. Performance Overview |  |   |  |  |
|-------------------------|--|---|--|--|
| 2                       | 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. | The Council has an increasing profile at regional and international level, taking the lead on key issues including transport in the region and urban regeneration where the Council is developing a profile across Europe. The Council's presence at Conservative and Labour party conference ensured access to key national figures and raised the profile of the City (including £2,500 of media coverage generated). | <p>Action 2.2 revised to emphasise role of Leader in influencing key opinion formers and decision makers.</p> <p>Action 2.3 relating to civic pride transferred to Objective 6.</p> <p>Action 2.4 relating to International Strategy Action transferred to Cabinet Member Strategic Plan (City Development.) Importance of Leader's role in promoting City recognised.</p> <p>Possible links between promotion of the City (Action 2.1) and tourism in Culture Leisure and libraries will need to be explored.</p> |  |
| 3                       | Ensure that the City Council contributes to the work of the Coventry Partnership and delivers its contribution to the implementation of the Community Plan   | The Council continues to play an active role within the Coventry Partnership. A Partnership Improvement plan was developed which has positioned the Partnership Board well to respond to the White Paper Requirements. Coventry one of only 17 local authorities chosen to road test the new Local Area Agreement   | See comment under Objective 1 above and comment under Objective 3 in main text.  |  |

| 5. Performance Overview |   |   |  |  |
|-------------------------|---|---|--|--|
| 4                       | Ensure the Cabinet remains focused on key aims and objectives and that appropriate priorities are identified and pursued. | Key reporting deadlines have been met. Cabinet Member Strategic Plan priorities are informing current budget discussions. Following work on developing the vision, new corporate objectives have been agreed.   |  |  |
| 5                       | Ensure that the Council is equipped to deal with emergencies in Coventry  | Significant progress has been made with all the action points. The two newly appointed Emergency Planning Officers, working with corporate colleagues, have ensured good representation at all appropriate local, regional and national forums. A detailed action plan has been developed to deliver improved resilience. Training and seminars have taken place with partner agencies, Multi Faith representatives and voluntary organisations and stronger links with local communities are being developed to prepare them to deal with emergencies and equip them for recovery. | New action relating to performance management of Emergency Planning Service Plan.  |  |
| 6                       | Ensure the council has effective systems for communicating and consulting with its residents.                             | Developments in the evaluation of media campaigns and coverage support continued improvement in effectiveness and value for money. The achievement of national awards illustrates recognition of improved effectiveness of communications. The website continues to develop as a communication tool and editorial responsibility has returned to Communications. A community involvement strategy is being developed.   | Action 6.2 relating to communication with employees transferred to Cabinet Member Strategic Plan (Customers, Workforce and Legal Services) |  |

### Other issues/priorities to be considered when updating the plan:

**White Paper:** The White Paper and subsequent documents proposes that Local Area Agreements(LAAs) will assume a much greater importance in the future. They will become a formal delivery agreement between central government and local government and its partners. It is anticipated that LAAs will consist of approximately 35 targets to be drawn from the new national indicator set plus 18 statutory early years and performance targets specified by the Department of Education and Skills.

The White Paper also proposes a stronger role for local authorities within Local Strategic Partnerships. These will be expected to provide the forum for setting the strategic vision for an area, for capturing that vision in a Sustainable Community and for agreeing priorities for improvement in the LAA.

Work is underway to align the Council's vision and corporate objectives with the Coventry Partnership plans and priorities as the basis for negotiations on a future LAA and to develop processes and procedures for integrating the performance management of the LAA and the Corporate Plan.

**Chief Executive's Restructuring:** This was approved at Council on 27 February 2007. As implementation takes place it will be important that the outcomes and benefits of the agreed service changes increase the opportunity for the achievement of the stated objectives

- Efficient forward planning of decision-making processes and service delivery
- Well-researched recommendations for action, based on options which include financial evaluation, impact measures and a business case
- A balance between costs of direct service delivery and the vital work which supports it
- Systematic shared knowledge and information management
- Well-organised procurement and commissioning of services
- Effective project management of services
- Value for money

|   | <b>Review of Finance 2006/07</b>   |
|---|--|
| <b>Revenue Issues that have arisen during 2006/07:</b>                | None   |
| <b>Revenue Issues to consider when updating the plan for 2007/08:</b> | Performance management software is being considered but there is no budget currently for this if it is decided that it would improve efficiency. |
| <b>Capital Issues that have arisen during 2006/07:</b>                | None   |
| <b>Capital Issues to consider when updating the plan for 2007/08:</b> | None   |

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**

|  |  |
|--|--|
| <p><b>Scorecard Theme</b><br/>Customer and Communities</p> | <p><b>Corporate/Management Objective</b><br/>To improve the quality and efficiency of services and make it easier to access them</p>   |
| <p><b>Strategic Objective 1</b></p>                        | <p>Ensure the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency</p> <p>Lead the overall policy direction of the Council and ensure the Council has the corporate capacity for continuous improvement in quality, effectiveness and efficiency (amended wording for 2007/08)</p>   |
| <p><b>Performance Summary</b></p>                          | <p>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 26% of authorities scored so far. The 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 were approved on 27 February 2007 and implementation is underway. This aims to improve capacity to continue the Council's performance improvement, making the Council more efficient and effective and to respond to the growth agenda. The Best Value User Satisfaction survey of complaint handling carried out in 2006/07 showed improved satisfaction level of 43% compared with 30% for the previous survey carried out in 2003/04. This was the second best performance nationally for this indicator. The satisfaction level with Council Services overall was 51% which was also an improvement on 41% in 2003/04. This was the most improved score nationally and is now at the national average.</p> |

| 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> <p>(Add Value for Money and Risk Management to this success criteria)</p> | Corporate Plan and Performance Report in June | <p>Council approved corporate Plan and Performance Report in June 2007.</p> <p>In February 2007 the Council was rated as a 3 star authority and 'Improving Well'.</p> <p>New indicator 29 in Corporate Plan 2007/8-2009/10 includes the outcomes and indicators of the Equality Strategy.</p> | Head of Corporate Policy |

| Activity Ref | Activity | Success Criteria   | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility |
|--------------|----------|--|--|--|----------------|
|              |          | <p>(Performance management of the Coventry Partnership is integrated with that of the City Council as new Local Area Agreement and Sustainable Community Strategy are developed for 2008/09)</p> | <p>Cabinet Member Strategic Plans approved July each year Plans and reviewed following December and June</p> | <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> <p>Reviewed and updated plans are due to go to Cabinet on 31 July 2007 and a similar process will take place subsequently</p> |                |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones   | Progress including Highlights and concerns  | Responsibility |
|--------------|----------|------------------|---|---|----------------|
|              |          |                  | <p>Operational Plans adopted April each year and reviewed quarterly</p> <p>Action Plan developed in response to CPA report</p> <p>(Milestone to be removed at half year review)</p> | <p>Most Operational Plans were completed and adopted by April 2007. Performance is reviewed by Directorate SMTs and each Director submits a summary of key issues arising to Management Board on a quarterly basis. Reviews took place on Q1: 14 September 2006, Q2: 16 November 2006 and Q3: 1March 2007.</p> <p>The CPA report and Action Plan were considered by Cabinet and Scruto in August 2006 and the Action Plan approved. A progress report was presented to Cabinet on 19 December 2006 along with other performance related reports. All actions have either been completed or have been included in the relevant Cabinet Member Strategic Plans. (Updated Action Plan attached as Appendix1)</p> |                |



| Activity Ref | Activity   | Success Criteria   | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility                  |
|--------------|--|--|--|--|---------------------------------|
| 1.2          | Ensure services are structured to deliver maximum efficiency quality and value for money | Objectives of restructuring achieved: improved service performance, value for money and efficiency savings | <p>Completion of corporate restructuring</p> <p>(Revised milestone: Implementation of Corporate and CPU restructuring as set out in report)</p>  | <p>The Chief Executive's proposals for corporate restructuring were agreed at Council on 27 February 2007.</p> | <p>Chief Executive</p>          |
|              |  |  | <p>Restructuring of the Corporate Policy Unit to provide increased corporate capacity for performance and project management, forward planning</p> <p>(Milestone to be removed at half year)</p> | <p>Proposals agreed as part of the Chief Executive's proposals for corporate restructuring.</p>                | <p>Head of Corporate Policy</p> |

| Activity Ref | Activity   | Success Criteria   | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility   |
|--------------|--|--|--|--|--|
| 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 | <p>Implementation of restructuring of consultation, research and information</p> <p>(Implementation of restructuring of consultation, research and information by end 2008)</p> <p>Responses to user satisfaction survey analysed and appropriate action taken</p> <p>(As LAA and CAA methodology is developed by government including use of user perception, consider whether Council needs to commission additional user satisfaction surveys</p> | <p>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 to be implemented 2007/08.</p> <p>Results published February 2007. Report taken to Scrucro on initial findings 21 March 2007. Final report on findings being finalised-to be published summer 2007.</p> <p>Consideration will be given to how to use more detailed information and information from Household Survey – June 2007.</p> | <p>Chief Executive</p> <p>Head of Corporate Policy</p> |
| 1.4          | Deal with customer complaints effectively and use information from reporting to make             | Better services and improved customer satisfaction   | Cabinet Member report on Compliments, Comments and   | Annual report on Compliments Comments and Complaints 2005/06 went to Cabinet member on 30 November 2006-.  | Director of Customer and Workforce                     |

| Activity Ref | Activity  | Success Criteria   | Timescale/ Milestones   | Progress including Highlights and concerns   | Responsibility           |
|--------------|---|--|---|--|--------------------------|
|              | service improvement                               |  | Complaints  | <p>The report for 2006/07 is due to go on 13 September 2007</p> <p>New simpler and more user-friendly complaints leaflet launched in October 2006, supported by posters. Revised policy on complaints approved March 2007 and guidance on dealing with complaints updated.</p> <p>In Best Value User Satisfaction survey, Coventry was rated as 2<sup>nd</sup> best authority for satisfaction with complaint handling.</p>  |                          |
| 1.5          | Ensure the Scrutiny process operates effectively. | All elected members can contribute to the improvement process. | <p>Annual review of Scrutiny to Council in August each year.</p> <p>(New milestones: Members' satisfaction survey in February/March each year)</p> <p>(New milestone: Scrutinise Cabinet Member Plans twice a year)</p> | <p>Report covering 2005/06 went to Council in December 2006.</p> <p>Audit Commission now recognise Scrutiny as an example of notable practice on its website.</p> <p>This year's survey showed overall satisfaction with the Scrutiny process, but highlighted that Members wanted earlier involvement in policy development and to encourage more public engagement. Work has started on addressing this.</p> <p>Plans were scrutinised in August/September 2006 and January/February 2007.</p> | Head of Corporate Policy |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones | Progress including Highlights and concerns  | Responsibility |
|--------------|----------|------------------|-----------------------|---|----------------|
|              |          |                  |                       | Scrutiny Members identified issues of concern, which they followed up if appropriate. |                |

| Budgets   | Improving they way we work and value for money   | People  |
|---|--|---|
| Associated savings and costs of restructuring identified as part of Chief Executive's proposals to be delivered as part of implementation.. | <p>Approved restructuring proposals aim to increase efficiency and effectiveness through better forward planning, performance and project management and consultation, research and information management.</p> <p>Detailed proposals to be worked through when road testing Local Area agreement.</p> | Restructuring to improve forward planning will impact on capacity in the short term. Detail to be worked out in 2007/08 |
| <b>Update:</b>  | <b>Update:</b>   | <b>Update:</b>  |

| Indicator Number                        | Indicator   | Baseline 2005/06                         | Target 2006/07  | Quarter 2 position                            | Year end position 2006/07              | Target met yes/no                          | Target 2007/08  | Target 2008/09  | Target 2009/10                                 | Reporting Frequency |
|---|---|--|---|---|--|--|---|---|--|---------------------|
| 1a<br>Corporate Plan indicator 1        | Annual CPA Score  | 2 stars and improving well December 2005 | 3 stars and improving well July 2006<br>-----<br>3 stars and improving strongly February 2007 | 3 stars and improving well July 2006<br>----- | 3 stars and improving well             | Interim target met<br><br>-----<br>Not met | 3 Stars and improving strongly February 2008                    | 4 stars and improving strongly February 2009                    | The CPA system will be discontinued in 2009/10 |                     |
|   | CPA ratings based on the most recent Corporate Assessment score, annual service scores, use of resources score and direction of travel score and are now announced in February each year. The CPA system will be replaced by a new Comprehensive Area Assessment in 2009. |  |   |   |  |  |   |   |  |                     |
| 1b                                      | CPA Performance Management Score  | 2 2004                                   | 3   | 3   | 3                                      | Yes  | N/A   | N/A   | N/A  | Annual              |
|   | The CPA system will be replaced by a new Comprehensive Area Assessment in 2009. The Performance Management score is part of the Corporate Assessment, which will not be carried out again in its current form.  |  |   |   |  |  |   |   |  |                     |
| 1c<br>Corporate Plan indicator 2<br>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                     | 51% (Average score for Met DCs =51.5%) | Not met.                                   | N/A – this national survey is only conducted once every 3 years | N/A – this national survey is only conducted once every 3 years | 55%  | Every 3 years       |
|   | <b>Comment:</b> 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.                                  |  |   |   |  |  |   |   |  |                     |
| 1d<br>Corporate                         | Complaints – number of ombudsman complaints where a) the finding is of maladministration  | 0  | 0   | 0   | 0                                      | Not met                                    | 0   | 0   | 0  | Annual              |

| Indicator Number  | Indicator   | Baseline 2005/06 | Target 2006/07 | Quarter 2 position | Year end position 2006/07 | Target met yes/no | Target 2007/08 | Target 2008/09 | Target 2009/10 | Reporting Frequency |
|---|---|------------------|----------------|--------------------|---------------------------|-------------------|----------------|----------------|----------------|---------------------|
| Plan indicator 3  | b) we have accepted an element of fault and settled the complaint locally | 8                | 0              | 4                  | 12                        |                   | 0              | 0              | 0              |                     |
| <b>Comment:</b> No local settlements are considered acceptable. |   |                  |                |                    |                           |                   |                |                |                |                     |

| <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 and transform the City Centre.  |   |   |                       |
| <b>Strategic Objective 2</b>  |   | 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<br><br>(Ensure the city of Coventry is effectively and appropriately represented at a local, regional, national and international level in order to deliver the Council's vision for Coventry) – amended wording 2007/08. |   |   |                       |
| <b>Performance Summary</b>  |   | The Council has an increasing profile at regional and international level, taking the lead on key issues including transport in the region and urban regeneration where the Council is developing a profile across Europe. The Council's presence at Conservative and Labour party conference ensured access to key national figures and raised the profile of the City (including £2,500 of media coverage generated).       |   |   |                       |
| <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> |
| 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 Chief Executive's restructure included key recommendations from the best value review, including the need to identify clear lead for marketing the City (Director of City Development). Research commissioned through Image Working Group (partnership of local organisations and businesses) into perceptions of the City as place to live, work, learn and visit. | Chief Executive       |

| Activity Ref | Activity   | Success Criteria   | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility         |
|--------------|--|--|--|--|------------------------|
| 2.2          | <p>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</p> <p>(Revised action- Lead the Council's effort to influence key opinion formers and decision makers locally, regionally, nationally and internationally.)</p> | Coventry has a better reputation, image and successful economy | <p>Specific events and promotions incl. Summer of Cov campaign, stand at Labour and Conservative party conferences</p> <p>(Revised milestone: Stand at Labour and Conservative party conferences.)</p> | <p>Cov 07 now launched across the city with city dressing, events listings website and brand used by partner organisations. Website hosted through CV One website (rather than stand alone) following evaluation.</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. Database of visitors to conference stands to be used to develop networks for 2007 conferences.</p> | Communications Manager |



| Activity Ref | Activity | Success Criteria | Timescale/<br>Milestones  | Progress including<br>Highlights and concerns   | Responsibility                               |
|--------------|----------|------------------|---|---|--|
|              |          |                  | <p>Review and development of potential for promotion of Coventry through existing and new national and international networks</p> <p>(Revised milestone: Leader speaks at conferences and other meetings involving key opinion formers and decision makers)</p> | <p>A number of opportunities have been taken to promote Coventry:</p> <p>-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</p> <p>-The Lord Mayor welcomed a</p> | <p>Corporate Policy and Planning Manager</p> |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones | Progress including Highlights and concerns   | Responsibility |
|--------------|----------|------------------|-----------------------|--|----------------|
|              |          |                  |                       | <p>small delegation from Faisalabad, on a study visit focusing on HR.</p> <p>National Councillor Mentoring Programme - November 2006</p> <p>Leader spoke at LGA Annual Improvement conference on political leadership in March 2007.</p> <p>Leader spoke at West Midlands Observatory</p> <p>- The Leader addressed an international conference on economic development in Stockholm in June with speakers including Swedish Finance Minister.</p> |                |

| Activity Ref | Activity  | Success Criteria                     | Timescale/ Milestones   | Progress including Highlights and concerns   | Responsibility   |
|--------------|---|--------------------------------------|---|--|--|
| 2.3          | <p>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</p> <p>(Action to move to Strategic Objective 6)</p> | 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> <p>Cov 07 launched Easter 07 – see 2.2.</p> <p>Profile for events e.g. unveiling of statue of Frank Whittle to help promote civic pride in the City.</p> <p>Cohesive Communities – celebrating Coventry campaign promoting cohesion – case study used as example of best practice on IdeA website.</p> | Communications Manager, Corporate Policy and Performance Manager |

| Activity Ref | Activity  | Success Criteria   | Timescale/ Milestones   | Progress including Highlights and concerns   | Responsibility                                  |
|--------------|---|--|---|--|---|
| 2.4          | <p>Implement the International Strategy 2004/05 – 2006/07 and agree Strategy for 2007/08-2009/10</p> <p>(Action to move to Cabinet Member (City Development))</p> | <p>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> | <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>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>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>Continued Membership has was agreed in November 2006..</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>Corporate Policy and Performance Manager</p> |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility |
|--------------|----------|------------------|--|--|----------------|
|              |          |                  | <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>New International strategy approved with clearer links to key objectives of Council</p> | <p>Lord Mayor visited Kiel as part of 60<sup>th</sup> anniversary celebrations in June 2007.</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> <p>Revision of strategy is being undertaken in the context of the Bloomfield Report. Following his recommendations, responsibility for international work has transferred from Chief Executive's to City Development in order to maximise the impact, co-ordination and effectiveness of this work. Strategy will be developed by October 2007 and is likely to focus more on the need to access external funding. This will in future reported in the Cabinet Member Strategic Plan (City Development)</p> |                |

| 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 2007.</p> <p>Reports are submitted to Scrutiny Coordination Committee on an annual rolling programme including West Midlands Joint Committee, Coventry, Solihull and Warwickshire Sub-regional Forum, Local Government Association, WMLGA, West Midlands Regional Assembly.</p> | Leader and Chief Executive |

| Activity Ref | Activity | Success Criteria                 | Timescale/<br>Milestones  | Progress including<br>Highlights and concerns  | Responsibility   |
|--------------|----------|----------------------------------|---|--|--|
|              |          | Key policy issues are progressed | <p>(New milestones: City Region: Development of governance arrangements that will need to be agreed formally by the Council</p> <p>Development of joint investment plans for agreement by partner organisations)</p> <p>Transport Innovation Fund- results of action research are considered in July 2006 with subsequent activity to be agreed</p> | <p>Involvement continued throughout the year in the development of the Birmingham, Coventry and Black Country City Region. This included a presentation to Ruth Kelly and the development of a joint approach to worklessness through employment strategies across the 8 local authority areas and work is continuing on the development of draft joint investment plans.</p> <p>Green Paper for discussion 'Gridlock or Growth-Choices and Challenges for the Future' was published in September.</p> | <p>Corporate Policy and Performance Manager</p> <p>Chief Executive</p> |

| Budgets   | Improving they way we work and value for money   | People   |
|---|--|--|
| Budget and associated expenditure for promoting the city is the subject of a value for money review, which will report in Summer 2007 | City region work aims to get more local control over resources for priorities and faster better decisions at strategic level | Elected Members require appropriate support and training to assist them in their roles on outside bodies |
| <b>Update:.</b>   | <b>Update:</b>   | <b>Update:</b>   |

| Indicator Number  | Indicator   | Baseline 2005/06 | Target 2006/07 | Quarter 2 position | Year end position 2006/07 | Target met yes/no | Target 2007/08 | Target 2008/09 | Target 2009/10 | Reporting Frequency |
|---|---|------------------|----------------|--------------------|---------------------------|-------------------|----------------|----------------|----------------|---------------------|
| 2a  | Indicators on Promotion of the city to be developed |                  |                |                    |                           |                   |                |                |                |                     |
| <b>Comment:</b> Work on taking forward the Best Value Review of 'Promoting Coventry' not sufficiently advanced yet to develop indicators. |   |                  |                |                    |                           |                   |                |                |                |                     |



| Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives |   |   |   |  |                 |
|--|---|---|---|--|-----------------|
| <b>Scorecard Theme</b><br>Customers and Communities                          |   | <b>Corporate/Management Objective</b><br>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 plays a key part in the Coventry Partnership and that the Sustainable Community Strategy and the new Local Area Agreement are developed effectively.   |   |  |                 |
| <b>Performance Summary</b>   |   | The Council continues to play an active role within the Coventry Partnership. A Partnership Improvement plan was developed which has positioned the Partnership Board well to respond to the White Paper Requirements. Coventry one of only 17 local authorities chosen to road test the new Local Area Agreement |   |  |                 |
| 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  | Ongoing participation in Coventry Partnership | <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>.</p> | Chief Executive |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones   | Progress including Highlights and concerns  | Responsibility |
|--------------|----------|------------------|---|---|----------------|
|              |          |                  | <p>Annual Assessment of Coventry Partnership by Government Office West Midlands (GOWM)</p> <p>(New milestone: Report to Cabinet on outcome of consultation on Local Public Service Board by October 2007)</p> | <p>The theme groups completed their self assessments and as a result some rationalisation of theme groups has taken place: Jobs and Learning theme groups have merged, the Environment group has shifted its focus to sustainability and the Community Safety Partnership has taken on responsibility for some 'Liveability' issues.</p> <p>The Coventry Partnership undertook a self-assessment on 9 January 2007 which led to the development of a Partnership improvement plan. One of the key insights from the self-assessment was that there needed to be better performance management overall of the Local Area Agreement. Cabinet agreed on 19 June to consultation on the development of a Local Public Service Board, the outcome of which is to be reported back by October 2007.</p> |                |

| 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 | Full years information was presented to GOWM by 13 July, particularly those areas of risk or underperformance. Mixed progress with remedial actions identified where needed.<br><br>Next review to take place November 2007.                         | Chief Executive          |
| (new)        | Develop Sustainable Community Strategy   |   | Sustainable Community Strategy completed end March 2008   |  |                          |
| (new)        | Actively participate in road testing new style Local Area Agreement and develop Local Area Agreement 2008/11 |   | Road testing of LAA completed – July 2007<br><br>New LAA completed end March 2008.  |  |                          |
| 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 was included in the Performance Report 2006/07. | Head of Corporate Policy |

| Activity Ref | Activity   | Success Criteria   | Timescale/ Milestones   | Progress including Highlights and concerns  | Responsibility  |
|--------------|--|--|---|---|-----------------|
| 3.4          | <p>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 framework</p> <p>(Revised action: Ensure members and employees are involved in the development of the Sustainable Community Strategy and Local Area Agreement and that these influence Council Policy and are embedded within the performance management framework)</p> | <p>Council policy and activities contribute to the delivery of the targets of the Community Plan</p> <p>(New success criteria: Sustainable Community Strategy integrated with Council's Corporate Plan.)</p> | <p>Coventry Community Plan runs from 2003-2010</p> <p>Progress reports to Cabinet</p> <p>(New milestone: Scrutiny arrangements developed so that Scrutiny can effectively take on responsibility for scrutinising Community Safety Strategy in 2007/08 and then other aspects of Strategic Partnership)</p> | <p>Work is under way to better link the Local Area Agreement with the Performance Management Framework. The new Local Area Agreement will be much more closely linked to the Council's mainstream activity and will need to be better integrated with the Council's Corporate Plan.</p> | Chief Executive |

| Budgets   | Improving the way we work and value for money   | People  |
|---|---|---|
| <p>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.</p> <p>New Local Area Agreement will introduce single pot funding which will potentially bring in less area based funds than previously received. A Local Public Service Board, if approved, would have a key role in terms of managing and monitoring resources to deliver the LAA.</p> | <p>The new Local Area Agreement should improve effectiveness within available resources and in particular will reduce significantly the number of targets, which are required to be reported to central government.</p> <p>The Council will now have responsibility for scrutinising Community Safety Partnership and other aspects of Strategic Partnership.</p> | <p>A broader range of people need to have a good understanding of and buy in to the new Local Area Agreement.</p> |
| <b>Update:</b>  | <b>Update:</b>  | <b>Update:.</b>   |

| Indicator Number   | Indicator   | Baseline 2005/06 | Target 2006/07 | Quarter 2 position | Year end position 2006/07 | Target met yes/no   | Target 2007/08 | Target 2008/09 | Target 2009/10 | Reporting Frequency |
|--|---|------------------|----------------|--------------------|---------------------------|---------------------|----------------|----------------|----------------|---------------------|
| 3b   | Audit Commission assessment of Coventry Partnership effectiveness | Green light      | Green light    | N/A                | Not yet known             | Not possible to say | Green light    | Green light    | Green light    | Annual              |
| <p><b>Comment:</b> Criteria have changed since previous assessment, which will have implications for comparability. Focus now on achieving Local Area Agreement targets and not on quality of partnership working.</p> |   |                  |                |                    |                           |                     |                |                |                |                     |

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

| <b>Scorecard Theme</b><br>Customers and Communities | <b>Corporate/Management Objective</b><br>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. Following work on developing the vision, new corporate objectives have been agreed. |   |   |   |                          |
| <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, progress reported December | <p>Corporate Plan adopted June 2006. Half-year review to be reported on 19 December 2006 with other performance related reports.</p> <p>Following consultation in January 2007, linked to the development of the core strategy of the Local Development Framework., the vision has been developed through additions to the corporate objectives and associated indicators which has been followed through in Cabinet Member objectives.</p> | 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<br><br>Greater satisfaction with the Council | Reported annually in June  | Best Value Performance Plan (BVPP) approved June 2007.<br><br>Audit Commission, the appointed auditors of the Best Value Performance Report, confirmed an unqualified report of the previous BVPP in November 2006 - they have no 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 adopted July<br><br>Progress considered by Cabinet and Scrutiny every six months | Cabinet Member Strategic Plans 2007/08-2009/10 going to Cabinet 31 July 2007.<br>Half-year review of Cabinet Member Strategic Plans 2006/07-2008/09 was reported to Cabinet on 19 December 2006 with other performance related reports.   | Head of Corporate Policy |

| Budgets   | Improving the way we work and value for money  | People   |
|---|--|--|
| <p>Cabinet Member Plans are used as part of the Council's budget setting process to allocate resources to priorities and to respond to service performance issues.</p> <p>A budget for performance management software has not currently been identified.</p> | <p>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</p> <p>Equality actions are now integrated in relevant level of performance management framework. Corporate equality outcomes and indicators and now included in the Corporate Plan 2007/8-</p> | <p>Restructuring of CPU to create a Performance and Scrutiny team is intended to support performance improvement across the Council.</p> |

| Budgets        | Improving the way we work and value for money   | People         |
|----------------|---|----------------|
|                | <p>2009/10.</p> <p>Value for money and risk management have been better integrated into the performance management framework particularly at the review stage of Operational and Cabinet Member Strategic Plans.</p> <p>Performance management software is being considered with the objective of improving efficiency.</p> |                |
| <b>Update:</b> | <b>Update:</b>  | <b>Update:</b> |

| Indicator Number | Indicator  | Baseline 2005/06         | Target 2006/07         | Quarter 2 position | Year end position 2006/07 | Target met yes/no | Target 2007/08         | Target 2008/09         | Target 2009/10         | Reporting Frequency |
|------------------|--|--------------------------|------------------------|--------------------|---------------------------|-------------------|------------------------|------------------------|------------------------|---------------------|
| 4a               | Percentage of BVPIs in the top quartile  | 26%% relating to 2004/05 | Increase in percentage | N/A                | 25% relating to 2005/06   | Not met.          | Increase in percentage | Increase in percentage | Increase in percentage | Annual              |
|                  | <b>Comment:</b>  |                          |                        |                    |                           |                   |                        |                        |                        |                     |
| 4b               | Percentage of Best Value Performance Indicators and sub-indicators (excluding those that could not be compared) that had improved compared to previous year. | 61%                      | Increase in percentage | N/A                | 53%                       | Not met           | Increase in percentage | Increase in percentage | Increase in percentage | Annual              |
|                  | <b>Comment:.</b>   |                          |                        |                    |                           |                   |                        |                        |                        |                     |



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

|   |   |  |                                  |  |                           |
|---|---|--|----------------------------------|--|---------------------------|
| <b>Scorecard Theme</b><br>Improving the way we work/value for money | <b>Corporate/Management Objective</b><br>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. The two newly appointed Emergency Planning Officers, working with corporate colleagues, have ensured good representation at all appropriate local, regional and national forums. A detailed action plan has been developed to deliver improved resilience. Training and seminars have taken place with partner agencies, Multi Faith representatives and voluntary organisations and stronger links with local communities are being developed to prepare them to deal with emergencies and equip them for recovery. |  |                                  |  |                           |
| <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 was developed for the remainder of the year and foundations laid for the service planning process for future years. Progress with all 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 handled effectively. Format and structure of the Manual improves functionality. | Reviewed every nine months | <p>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 has been progressed and the format of the document is again under review with the intention of achieving further improvements in its utility. This will be reviewed every nine months</p> <p>A number of other sub-plans and documents relating to looking after evacuated people, survivors from incidents, care of the bereaved, dealing with the media and a City Centre Evacuation Plan are all in advanced draft form having been developed with other appropriate partner agencies.</p> | Director of City Services |

| Activity Ref | Activity   | Success Criteria  | Timescale/ Milestones   | Progress including Highlights and concerns  | Responsibility            |
|--------------|--|---|---|---|---------------------------|
| 5.3          | Work with partners locally and nationally to improve resilience including taking part in exercises | 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 both local and West Midlands exercises.</p> <p>Training and seminars have taken place with partner agencies, multi faith representatives, The Red Cross and the WRVS</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 Training College and in house on an annual basis | <p>A major training event was prepared and delivered for the Children Learning and Young People (CLYP) management team and has been developed to act as a template for other directorates/service teams. Training events have taken place with Finance and It and this training will be cascaded to other areas of the City Council including Community Services and Neighbourhood Management. Emergency communications training for administrative support officers has also been delivered. Discussions with colleagues in Workforce Development are taking place with the aim of</p> | Director of City Services |

| Activity Ref | Activity  | Success Criteria   | Timescale/ Milestones            | Progress including Highlights and concerns | Responsibility            |
|--------------|---|--|----------------------------------|--|---------------------------|
|              |   |  |                                  | further improving our training capability. |                           |
| New          | The detailed Emergency Planning service plan will be monitored and subject to operational performance management. | Action points are being progressed to an appropriate timescale and exceptions will be reported and managed | Review at half year and year end |  | Director of City Services |

| Budgets | Improving they way we work and value for money  | People  |
|---------|---|---|
|         | The newly expanded team is already well established and significantly improving our resilience and capacity to work with partners. 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. External promotion of Business Continuity to the private and voluntary sectors has now been absorbed into the work of the Emergency Planning team. The issue of how to take internal Business Continuity Management forward is being addressed as part of the Chief Executive's organisational review. | Training of City Council employees is being progressed and training and exercises with partner agencies is increasing |
| Update: | Update:   | Update  |

| Indicator Number | Indicator  | Baseline 2005/06 | Target 2006/07 | Quarter 2 position | Year end position 2006/07 | Target met yes/no | Target 2007/08 | Target 2008/09 | Target 2009/10 | Reporting Frequency |
|------------------|--|------------------|----------------|--------------------|---------------------------|-------------------|----------------|----------------|----------------|---------------------|
| 5a               | Number of exercises completed successfully   | 2                | 2              | 3                  | 3                         | yes               | 3              | 3              | 3              | Annual              |
|                  | <b>Comment:</b>  |                  |                |                    |                           |                   |                |                |                |                     |
| 5b               | Number of members trained (at Easingwold)  | 2                | 2              | 0                  | 2                         | yes               | 2              | 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><br>Improving the way we work and value for money |                                      | <b>Corporate/Management Objective</b><br>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<br>(Provide leadership for the city and ensure the council communicates and consults with its residents and develops civic pride.) (amended wording 2007/08)  |   |   |                        |
| <b>Performance Summary</b>  |                                      | Developments in the evaluation of media campaigns and coverage support continued improvement in effectiveness and value for money. The achievement of national awards illustrates recognition of improved effectiveness of communications. The website continues to develop as a communication tool and editorial responsibility has returned to Communications. A community involvement strategy is being developed. |   |   |                        |
| <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   | Develop 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.<br><br>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>Further development of Website as a communications tool</p> | <p>Ward Forums promotional campaign was launched in September 2006 using leaflets, posters, web presence and articles. Evaluation took place after first round completed, in order to develop awareness and attendance.</p> <p>PPR bid for increased funding for Citivision approved. Further research into magazine's effectiveness commissioned. Distribution monitored through independent research company (VFD).</p> <p>Effective consultation campaigns co-ordinated through media and Citivision, including choosing new artwork for Millennium Place (Frank Whittle statue) and proposal to move Lady Godiva. Work in this area to be developed further.</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>Web Services Manager</p> |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones | Progress including Highlights and concerns   | Responsibility |
|--------------|----------|------------------|-----------------------|--|----------------|
|              |          |                  |                       | <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>The website has continued to develop with editorial control now within the Communications Team and technical within CBS. The site plays an important role in highlighting city council campaigns and initiatives.</p> <p>Editorial responsibility for the website and intranet has</p> |                |



| Activity Ref | Activity   | Success Criteria   | Timescale/ Milestones   | Progress including Highlights and concerns  | Responsibility         |
|--------------|--|--|---|---|------------------------|
|              |  |  |   | returned to the Communications Team and we have recently appointed two new web content editors.   |                        |
|              |  |  | 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<br><br>(Deleted milestone) | Customer Relationship Management system is being implemented but this particular initiative is not part of current plan.  |                        |
| 6.2          | Improved communications with employees<br><br>(Action to move to Cabinet Member Strategic Plan (Customer, Workforce and Legal Services)) | Employees feel better informed, improved staff moral, better service provision | Implement core briefing system by end of 2006/07  | 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. Final proposals for team briefing now drafted. | Communications Manager |

| Activity Ref | Activity                       | Success Criteria   | Timescale/ Milestones                                       | Progress including Highlights and concerns   | Responsibility         |
|--------------|--------------------------------|--|---|--|------------------------|
|              |                                |  | Launch Corporate Employee Awards scheme July 2006           | Cov United – first employee awards successfully launched and evaluated: Evaluation showed scheme was well recognised and understood by employees. Councillors agreed ongoing funding of £10,000 a year in 07/08 budget. Cov United 07 awards launched end June.  |                        |
|              |                                |  | Carry out Employee survey August 2006 and consider findings | <p>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.</p> <p>Employee Survey results show 74% of employees feel informed by Council – up 21% from 2002, average in other Councils 49%.</p> |                        |
| 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.        | <p>Report on revisions to Communications Strategy to go to Cabinet Member early in New Year.</p> <p>Improvement has been recognised through award in</p>   | Communications Manager |

| Activity Ref | Activity  | Success Criteria  | Timescale/ Milestones  | Progress including Highlights and concerns   | Responsibility                 |
|--------------|---|---|--|--|--------------------------------|
|              |   |   |  | <p>May 2006 of LGA/LGComs gold award for media relations and short-listing for branding and A-Z of Council Services</p> <p>Communications Strategy revised version scheduled for Summer 2007.</p>  |                                |
| 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 | <p>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.</p> <p>Appointment of Media Relations Coordinator in April 2006 has ensured consistent information provided to media.</p> <p>Ongoing development of proactive media relations.</p> | Communications Manager         |
| 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  | Review and revision of consultation strategy to be finalised following implementation of corporate restructuring. Further consultation on the Local Development Framework has taken place and the Statement of Community Involvement has now been adopted.   | Policy and Performance Manager |

| Activity Ref | Activity | Success Criteria | Timescale/ Milestones | Progress including Highlights and concerns   | Responsibility |
|--------------|----------|------------------|-----------------------|--|----------------|
|              |          |                  |                       | <p>A key element of Your Neighbourhood Matters programme is how to involve local communities in developing and managing services. 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. Strategy to be presented the Coventry Partnership in September 2007. New Policy and Research Manager will be leading on corporate approach to coordinating consultation. This work links to new approach to Neighbourhood planning being developed.</p> |                |
|              |          |                  |                       | <p>Ward forums have been set up In order to better engage and involve local communities. Third round has largely been completed.</p>   |                |

| Budgets        | Improving the way we work and value for money  | People  |
|----------------|--|---|
|                | <p>More corporate approach to research and consultation will make consultation more efficient and effective</p> <p>Value for money review of promotion and publicity to be completed 2006/07</p> | All restructurings have capacity to adversely affect the performance of those affected in short terms and needs to be taken into account. |
| <b>Update:</b> | <b>Update:</b>   | <b>Update:</b>  |

| Indicator Number | Indicator  | Baseline 2005/06 | Target 2006/07  | Quarter 2 position | Year end position 2006/07 | Target met yes/no | Target 2007/08                                    | Target 2008/09                                    | Target 2009/10  | Reporting Frequency |
|------------------|--|------------------|-----------------|--------------------|---------------------------|-------------------|---|---|-----------------|---------------------|
| 6a               | Percentage of Council press releases taken up by media   | 95%              | 95%             | 95%                | 95%                       | Yes               | 98%   | 98%   | 98%             | 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<br>46.4% | Increase<br>d % | N/A                | 48.63%                    | Yes               | N/A-<br>survey<br>carried<br>out every<br>3 years | N/A-<br>survey<br>carried<br>out every<br>3 years | Increase<br>d % | Every 3<br>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. |                  |                 |                    |                           |                   |   |   |                 |                     |

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

| Community Services              | 2007/08<br>Spend | Gross<br>£000 | 2007/08<br>Income | Gross<br>£000 | 2007/08<br>Spend | Net<br>£000 | 2008/09<br>Net Spend<br>£000 | 2009/10<br>Net Spend<br>£000 |
|---------------------------------|------------------|---------------|-------------------|---------------|------------------|-------------|------------------------------|------------------------------|
| <b>Revenue Budget</b>           |                  |               |                   |               |                  |             |                              |                              |
| <b>Older People</b>             |                  |               |                   |               |                  |             |                              |                              |
| Head of Group                   |                  | 162           |                   | 0             |                  | 162         | 162                          | 162                          |
| Provider Residential/Daycare    |                  | 2,757         |                   | (530)         |                  | 2,227       | 2,227                        | 2,227                        |
| Provider Housing with Care      |                  | 7,589         |                   | (3,323)       |                  | 4,266       | 4,266                        | 4,266                        |
| Provider Service Manager        |                  | 822           |                   | 0             |                  | 822         | 822                          | 822                          |
| Assessment and Care Management  |                  | 3,638         |                   | (171)         |                  | 3,467       | 3,467                        | 3,467                        |
| Community Purchasing            |                  | 28,148        |                   | (7,312)       |                  | 20,836      | 20,813                       | 20,813                       |
| Hospital/OP-Mental Health       |                  | 2,357         |                   | (1,253)       |                  | 1,104       | 1,104                        | 1,104                        |
| New Homes For Old               |                  | 1,592         |                   | (477)         |                  | 1,115       | 1,300                        | 1,300                        |
| Commissioning                   |                  | 2,482         |                   | (610)         |                  | 1,872       | 1,872                        | 1,872                        |
| Partnerships                    |                  | 415           |                   | (118)         |                  | 297         | 297                          | 297                          |
| Dom Care - Citywide             |                  | 3,285         |                   | 0             |                  | 3,285       | 3,285                        | 3,285                        |
| Intermediate Care               |                  | 2,016         |                   | (979)         |                  | 1,037       | 1,037                        | 1,037                        |
| <b>Adults</b>                   |                  |               |                   |               |                  |             |                              |                              |
| Head of Group                   |                  | 131           |                   | 0             |                  | 131         | 131                          | 131                          |
| Learning Disabilities           |                  | 7,960         |                   | (2,208)       |                  | 5,752       | 5,752                        | 5,752                        |
| LD- Community Purchasing Budget |                  | 17,872        |                   | (4,113)       |                  | 13,759      | 15,024                       | 16,371                       |
| Mental Health                   |                  | 3,738         |                   | (1,571)       |                  | 2,167       | 2,167                        | 2,167                        |
| MH-Community Purchasing Budget  |                  | 2,623         |                   | (537)         |                  | 2,086       | 2,087                        | 2,087                        |
| Physical Disabilities           |                  | 1,802         |                   | (110)         |                  | 1,692       | 1,692                        | 1,692                        |
| PD-Community Purchasing Budget  |                  | 4,549         |                   | (621)         |                  | 3,928       | 3,930                        | 3,930                        |
| Therapy Services                |                  | 2,016         |                   | (180)         |                  | 1,836       | 1,836                        | 1,836                        |
| Business Support Unit           |                  | 370           |                   | (44)          |                  | 326         | 326                          | 326                          |
| Training & Development          |                  | 2,376         |                   | (1,074)       |                  | 1,302       | 1,302                        | 1,302                        |

|                                       |               |                 |               |               |               |
|---------------------------------------|---------------|-----------------|---------------|---------------|---------------|
| <b>Health Inequalities</b>            | 759           | (18)            | 741           | 691           | 691           |
| <b>Total Portfolio Revenue Budget</b> | <b>99,459</b> | <b>(25,249)</b> | <b>74,210</b> | <b>75,590</b> | <b>76,937</b> |

|                          |                |             |                |             |                |             |
|--------------------------|----------------|-------------|----------------|-------------|----------------|-------------|
| <b>Other Information</b> | <b>2007/08</b> | <b>£000</b> | <b>2008/09</b> | <b>£000</b> | <b>2009/10</b> | <b>£000</b> |
|--------------------------|----------------|-------------|----------------|-------------|----------------|-------------|

**Approved Future Revenue Budget Increases/(Decreases)**

|   |  |  |              |  |              |
|---|--|--|--------------|--|--------------|
| Adults with Learning Difficulties                           |  |  | 1,929        |  | 3,504        |
| Adult Social Care Package of Savings from October 31st 2006 |  |  | 185          |  | 185          |
| Adults Community Care and Adult Protection                  |  |  | (678)        |  | (906)        |
| Residential Allowances and Preserved Rights                 |  |  | 44           |  | 44           |
| Potential Income (Social Care)                              |  |  | (50)         |  | (50)         |
| Smoke free Coventry   |  |  | (50)         |  | (50)         |
|   |  |  | <b>1,380</b> |  | <b>2,727</b> |

**Total Approved & Provisional Capital Budget**

**714**

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

None

## Appendix 1

| CPA Corporate Assessment Action Plan – Final Position July 2007   |                  |  |   |  |   |
|---|------------------|--|---|--|---|
| This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report |                  |  |   |  |   |
| No  | Theme            | Comment in Corporate Assessment report   | Response  | Intended outcome   | Interim Progress (November 2006) and Final Position   |
| 1   | Community safety | Robberies have reduced by 3 per cent compared to the target of 10 per cent. This has resulted in a fall of relative performance from above average to below average between 2002/03 to 2004/05 | Incidents of robbery increased during 2005/06 by 19.5% when compared to 2004/05, although it is important to note that the number of reported incidents of robbery is small and thus the increase of 121 incidents has a relatively large impact in terms of percentages. Robbery is being tackled through the AIMS process which has seen the deployment of Police Community Support Officers, DomeHawk cameras, increased police patrols, communications campaign, talking signs and wardens. See Performance Report 2005/06 for more detail (BV127b)             | Reduction in robberies from 2.4 per 1000 population in 2005/06 to 1.9 per 1000 in 2006/07  | At the half year, robberies had increased to 2.49 per 1000. Coventry is one of three areas in the West Midlands highlighted as experiencing a significant increase (although numbers are relatively low in comparison with the rest of the West Midlands Area). A robbery action plan has been developed to respond to the situation.<br><br><a href="#">Final position: Ongoing CMSP (Neighbourhoods and Community Safety)</a> |
| 2   | Community safety | The number of people slightly injured in road accidents has increased significantly and is amongst the worst nationally.   | 1064 people were slightly injured in road traffic collisions in 2005/06. The number of slight injuries is reducing but is not as yet on schedule to achieve our national 2010 target. This may in part be a result of increased national activity to encourage the reporting of accidents and improvements being made to vehicles which are reducing the severity of injury. By contrast the number of killed/seriously injured casualties have reduced significantly and we are ahead of our schedule to achieve our national 2010 targets for these categories of | Achievement of at least the national target set for the number of people slightly injured in road accidents by 2010. In 2006/07 the target is for the number of people slightly injured to be no more than 921 people. | Figures for slight injuries at half year are still being collated. Once finalised they will be considered by City Services Management Team for implications and further actions.<br><br><a href="#">Final position: Ongoing Highways Operational Plan</a>   |



**CPA Corporate Assessment Action Plan – Final Position July 2007**

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| No | Theme                  | Comment in Corporate Assessment report   | Response  | Intended outcome  | Interim Progress (November 2006) and Final Position   |
|----|------------------------|--|---|---|---|
|    |                        |  | accidents. We intend to continue with local safety schemes to reduce the number of accidents occurring. See Performance Report 2005/06 for more detail (BV99c (i) )   |   |   |
| 3  | Customer relationships | Local area forums have not consistently engaged communities                          | Cabinet has recognised that Area Forums have not all been as effective as was hoped. Ward Forums are to be established across the city from September 2006. See Cabinet Member (Neighbourhoods, Health & Equalities) Strategic Plan Action 1.3  | Better involvement and engagement of communities to influence service delivery and council policy | <p>The first round of ward forums has all taken place. The launch on 12 September 2006 involved a publicity campaign, briefing sessions for Members and officers and a toolkit for members and officers involved in ward forums. A review is being carried out prior to the second round taking place.</p> <p>Final position: Ongoing CMSP (Neighbourhoods and Community Safety).</p> |
| 4  | Customer relationships | Some older people feel that they are consulted but their views are not always heard. | We have made some significant improvements in the way we consult with older people including the development of the Older People's Partnership and Older People's Advisory Panel. Older people often make up a high proportion of the respondents to many of our mainstream consultation exercises. | See below   | See below   |

**CPA Corporate Assessment Action Plan – Final Position July 2007**

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| No | Theme                  | Comment in Corporate Assessment report   | Response  | Intended outcome  | Interim Progress (November 2006) and Final Position  |
|----|------------------------|--|---|---|--|
| 4  | Customer relationships | Some older people feel that they are consulted but their views are not always heard. | <p>It is not clear from this comment whether the concern arose because we had failed to reply to older people whom we had consulted or because our response was not the one that was hoped for. It is clearly important that we do demonstrate that we listen to local people and explain our response to what they say, whether we agree with their proposals or not.</p> <p>The Strategic Plan for the Cabinet Member (Policy Leadership and Governance) includes an aim to improve the use of consultation, research and information in support of the Council's objectives. The Chief Executive is preparing a report for Cabinet on proposals to restructure our existing consultation, research and information functions in order to achieve this.</p> <p>The Cabinet Member (Community Services) Strategic Plan includes an objective to ensure that service users are involved and able to have a say on issues affecting them and this is supported by actions 5.2 – 5.4 in her plan.</p> | <p>More effective use of consultation, research and information leading to better decision making and service improvement<br/>Increased satisfaction with services.</p> | <p>The Chief Executive's proposals for corporate restructuring are out for consultation at the moment. These include proposals for restructuring the existing consultation, research and information functions.</p> <p>Service users have been involved in key service developments such as the Carer's Strategy, Older People's Strategy and Older People's Mental Health Strategy.</p> <p>Complaints and representations are analysed each year and communication has emerged as an area requiring consistent attention by managers and staff.</p> <p><a href="#">Final position: Ongoing CMSP (Policy, Leadership and Governance)</a></p> |

## CPA Corporate Assessment Action Plan – Final Position July 2007

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| No | Theme                  | Comment in Corporate Assessment report  | Response  | Intended outcome   | Interim Progress (November 2006) and Final Position  |
|----|------------------------|---|---|--|--|
| 5  | Customer relationships | There is an inconsistent approach to setting and monitoring customer service standards.   | This was correct at the time of the inspection. Cabinet approved a revised set of Customer Service Standards and Procedures for Coventry City Council on 7 March 2006 with a view to all Directorates using the new standards by April 2007. The new standards include detailed monitoring and feedback mechanisms. | The Council consistently offers high standards of customer care in line with the changing expectations of our customers. | <p>New standards have been launched with a poster campaign, website containing tips on how to achieve standards and revised complaints leaflets. The new standards have been incorporated into current customer care training courses, including the first line and middle management development programmes run by Coventry University. Extra courses have been developed and run by Workforce Development. New policies for complaints and customer service have been written and are awaiting approval by Management Board prior to consideration by the Cabinet Member.</p> <p>Work is taking place with Serco to update the call logger in order to run telephone monitoring reports. A pilot of logging Street Services Complaints has been successful and the rollout is now being planned by the CRM team.</p> <p><b>Final position: Ongoing CMSP (Customer, Workforce and Legal Services)</b></p> |
| 6  | Customer relationships | When older people without English as a first language visit Council offices, they are not consistently offered the use of interpreters. | A review of the Interpreting and Translation services in the city was carried out in 2005/06 and work is now underway to bring together services offered by the council and the Teaching Primary Care Trust to provide more accessible, efficient and cost effective services. The Council also subscribes          | All customers will be able to access our services on equal basis.  | The combined new translation and interpreting service will be officially launched on 14 December 2006. This will provide 24/7 cover in the near future. The contract with Language Line will not be renewed next year. On 15 December the new service will be highlighted in the In:site Bulletin and posters will be distributed to all teams following the   |

**CPA Corporate Assessment Action Plan – Final Position July 2007**

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| No | Theme                  | Comment in Corporate Assessment report   | Response  | Intended outcome  | Interim Progress (November 2006) and Final Position  |
|----|------------------------|--|---|---|--|
|    |                        |  | to Language Line, a telephone based interpretation service. A reminder will be issued to staff about the interpretation services available.   |   | launch.<br><br>Final position: Completed.  |
| 7  | Environmental Services | The Council achieved 17 per cent recycling and composting in 2004/05 against a statutory target of 18 per cent. The current year's performance has also been adversely affected by strike action associated with the implementation of single status | The Cabinet Member (City Services) Strategic Plan includes an objective to "reduce the environmental impact of waste by improving waste management and encouraging local residents to reduce, re-use and recycle their waste". Targets for the current year include an increase in the percentage of household waste sent for recycling and composting from 18% to 23%. See Performance Report 2005/06 for more detail (BV82)   | Our Waste Strategy will ensure we meet or exceed Government guidelines and targets for recycling. | This is Corporate Plan Indicator 26. At the half year, over 25% recycling and composting was achieved.<br><br>Final Position: Ongoing CMSP (City Services)   |
| 8  | Environmental Services | In 2004/05 performance was poor for the percentage of land significantly littered. In 2003/04 satisfaction was poor for street cleanliness and waste collection.   | Action 1.1 in the Cabinet Member (City Services) Strategic Plan is to raise standards of street cleanliness. The target for the proportion of land with unacceptable litter and debris (BV199a) has been set at 27% for the current year as against the figure of 33% for 2005/06. The comparable figure for 2003/04, when the last user satisfaction survey was carried out was 37.6% and it is hoped that this improvement will lead to improved satisfaction figures in the forthcoming user survey. | An increasingly cleaner city that local people and visitors will admire.                          | This is Corporate Plan indicator 24. Although survey results are not yet available, it is clear that performance has been affected by the cleansing dispute and an inability to deploy planned additional resources on new shift patterns to bring about significant service improvements. An action plan is currently being formulated to deliver further improvement during the second half of the year.<br><br>Final position: Ongoing Corporate Plan |

**CPA Corporate Assessment Action Plan – Final Position July 2007**

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| No | Theme           | Comment in Corporate Assessment report   | Response   | Intended outcome  | Interim Progress (November 2006) and Final Position   |
|----|-----------------|--|--|---|---|
| 9  | Human Resources | Sickness absence remains high, targets have not been achieved. Further action is needed to ensure that managers are equipped to manage sickness absence effectively. | The Council's Self Assessment document, prepared in advance of the Corporate Assessment inspection, recognised that sickness absence was still a major cause of concern. Average absence reduced from 14.17 days in 2003/04 to 12.18 days in 2005/06. The first objective in the Strategic Plan for the Cabinet Member (Human Resources, Corporate and Customer Services) is "to reduce levels of sickness, through robust performance management and supportive and preventative occupational health services". See Performance Report 2005/06 for more detail (BV12) | A sustained reduction in sickness levels – targets have been set at 11 days for the current year, further reducing to 10 days by 2008/09. This would represent an increase in productivity across the Council and help to achieve the council's overall efficiency targets. | <p>This is Corporate Plan indicator 50. Projected annual figures for absence exceed the corporate targets set by the Council for 2006/07, although the projection for the year is slightly lower than the 2005/6 outturn figure. The Management Board are continuing to emphasise sickness absence as a high corporate priority, reinforcing the need for proactive management of cases.</p> <p>Final Position: Ongoing Corporate Plan CMSP (Customers, Workforce and Legal Services)</p> |
| 10 | Human Resources | Single status has impacted on industrial relations and affected staff morale in some areas.  | This too, was recognised in our Self Assessment document. One of the Council's corporate Management Objectives is to " <i>Develop the skills, competencies and motivation of our workforce</i> ". This is supported particularly by the objective in the Cabinet Member (Human Resources, Corporate and Customer Services) Strategic Plan to " <i>Understand future workforce needs and develop approaches to recruit, retain and motivate employees to deliver the Council's corporate objectives</i> ". Actions  | All these measures are designed to improve employee recruitment, retention, motivation and morale. See Cabinet Member (Human Resources, Corporate and Customer Services) Strategic Plan Objective 5 for more detail.  | <p>Specific work carried out includes the first Employee Award Ceremony on 1 December 2006. The winners of both the team and employee of the year were voted for by all employees from a shortlist.</p> <p>A staff survey has been carried out by independent consultants. The results will be considered carefully to ensure that issues affecting morale are addressed.</p> <p><b>Final position: Completed.</b></p>  |

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|----|-----------------|---|--|---|---|
|    |                 |   | include strengthening of procedures relating to training entitlements, introduction of an employee award scheme and a Reward Strategy. There will also be greater promotion of flexible working opportunities and continued focus on staff communications initiatives, including the introduction of a corporate team briefing system by March 2007. |   |   |
| 11 | Human Resources | There are recruitment difficulties in some areas                                      | The objectives noted in item 10 above are also designed to assist recruitment. Specific actions include the development of a workforce planning model, including succession planning and implementation action and the development of career pathways. Actions will be tailored to specific work areas.  | As above  | <p>A new jobs website has been introduced which is producing significantly more applications (80% increase) Telephone recruitment is now available for appropriate posts as a means of removing unnecessary barriers.</p> <p>Work will begin in the second half of the year on the Workforce Planning Strategy. Work on developing and implementing career pathways will link into this.</p> <p>Final position: Ongoing CMSP (Customers, Workforce and Legal Services).</p> |
| 12 | Human Resources | Only 82 per cent of staff were appraised in 2005/06 against a target of 100 per cent. | The achievement of the 100% target is now a personal objective for all Directors.  | Employees who are motivated, able and empowered to achieve agreed objectives and develop their personal skills and competences. | This is Corporate Plan Indicator 44. At the half year 60% of appraisals had been carried out. This suggests that, without concerted action, the end of year target of 100% may well be at risk.   |

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|----|------------------------|--|--|--|--|
|    |                        |  |  |  | Final position: Ongoing<br>Corporate Plan<br>CMSP (Customers, Workforce and Legal Services)  |
| 13 | Performance management | Scrutiny needs further development     | Scrutiny Co-ordination Committee is leading work to make the Scrutiny function more strategic. The responsibilities of the scrutiny boards have been revised, with Scrutiny Co-ordination Committee itself now covering corporate issues. Scrutiny Boards will concentrate more on seeking to improve the delivery of agreed corporate priorities, using small groups to examine specific issues and ensuring that agenda items have a clear purpose. Scrutiny Board 1 is expected to set up a separate Audit Sub-committee in August with compulsory training for its Members. A series of seminars is being organised for all members on issues of general interest to avoid the need for Scrutiny Boards to use their meetings just to obtain information. A training session for scrutiny members, using an experienced external facilitator, was held in July 2006 and further training is planned on how to examine and question value for money issues. | Scrutiny Boards are able to demonstrate that their work has helped to improve services and the way the council works | Scrutiny Board 1 has established a separate Audit Sub-committee and scrutiny sub groups have been established to review the Serco contract and to advise on work related to building Schools for the future. A review of the work of Scrutiny during 2005/06 will be reported to Cabinet and Council in December 2006.<br><br>A seminar for all members about the local government White Paper "Strong and Prosperous Communities" was held on 14 November 2006. Scrutiny Coordination Committee and/or Scrutiny Boards will be asked to consider relevant proposals when further information is available.<br><br>Final position: Ongoing<br>CMSP (Policy, Leadership and Governance) |
| 14 | Performance            | Specific targets have not              | The Strategic Plan for the Cabinet   | A robust Medium Term   | The Medium Term Financial Strategy was   |

## CPA Corporate Assessment Action Plan – Final Position July 2007

This plan responds to areas for improvement identified in the main text of 2006 Corporate Assessment Report

| No | Theme                  | Comment in Corporate Assessment report  | Response   | Intended outcome  | Interim Progress (November 2006) and Final Position   |
|----|------------------------|---|--|---|---|
|    | management             | been set in the Medium Term Financial Strategy for bridging the predicted gap between resources and planned spending. This presents a risk to the delivery of priorities. | <p>Member (Finance Procurement and Value for Money) includes an objective to “ensure that the council maximises and allocates resources in line with corporate priorities to set a balanced budget each year within the context of the Medium Term Financial Strategy”.</p> <p>The medium term financial strategy for the three years from 2007/08 will include specific targets for bridging the gap between predicted spend and predicted levels of resources.</p> | Financial Strategy to be completed during Autumn 2006, which will set the framework for the allocation of resources to corporate priorities and deliver a balanced budget.        | <p>approved by Cabinet and Council on 31 October 2006. There will be a report on the budget to the Cabinet Meeting on 19 December 2006. Formal decisions about the budget will be taken by Council on 20 February 2007.</p> <p>Final position: Ongoing<br/>CMSP (Finance, Procurement and Value for Money)</p>        |
| 15 | Performance management | The linkage between finance and policy requires further refinement  | Financial planning and policy development have been brought more closely together in the performance management framework and this process will continue during the 2007/08 budget setting process. We recognise the need to improve the relationship between our performance reporting and financial reporting and this is a specific objective of the Value for Money Strategy approved by Cabinet on 25 July 2006.  | A better understanding of how well our services are helping to meet our overall objectives, what they cost and how the Council will deliver value for money service improvements. | <p>This is an on-going action. A special meeting of Cabinet is being held on 19 December 2006 so that information on policy, performance and financial issues can be considered together as part of the budget making process.</p> <p>Final position: Ongoing<br/>CMSP (Finance, Procurement and Value for Money)</p> |
| 16 | Performance management | The use of Operational Plans is not consistent and some plans lack clear measurable outcome targets and timescales. At lower levels in the organisation there is less     | The Corporate Assessment report recognises that our corporate objectives are “ <i>cascaded through cabinet member strategic plans and operational plans to personal targets. Consequently staff have a good understanding about how their actions contribute to broader</i>  | A robust performance management framework that ensures that corporate objectives are achieved effectively and efficiently and individual employees and teams                      | 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 being given to the format of the plan templates and new guidance to help improve the quality of the sections on Money,                       |



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|----|------------------------|--|---|--|---|
|    |                        | evidence of a corporate approach to decision-making and service development.             | <p><i>service and corporate objectives.</i>" Nevertheless we recognise there is scope for further improvement and detailed revised guidance on operational planning was issued in January 2006 and discussed with employees at performance workshops. Operational plans are reviewed centrally and comments fed back to Directorates to aid further refinement. We will be reviewing the timing, development and reporting of operational plans as part of this year's work to refine our performance management framework.</p> <p>These issues will continue to be addressed through the senior and middle management development programmes</p> | recognise how they can contribute towards their achievement.   | <p>Improving the Way we work and People.</p> <p>All qualification programmes provided corporately via the Management Development Framework include training on performance management at the appropriate level. We work collaboratively with the Universities providing the programmes to update material and ensure the content has relevance to the Council's management practices and policies.</p> <p>Final position: Ongoing<br/>CMSP (Policy, Leadership and Governance)</p>  |
| 17 | Performance management | Some councillors lack a good understanding about the overall performance of the Council. | <p>One of the aims of the Elected Member Development Strategy is to ensure that Members are clear about the Council's aims and objectives and have the skills and understanding to carry out their roles.</p> <p>A seminar was held for all members in January to consider the draft self assessment for the forthcoming CPA Corporate Assessment and Joint Area Review. The Corporate Assessment Self Assessment was subsequently</p>  | Councillors who are well informed about the council's objectives, progress towards achieving them and opportunities for further improvement. | <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> <p>It is proposed in future to hold an additional Cabinet Meeting each July solely to review</p> |

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|----|-------------|--|--|----------------------------|---|
|    |             |  | <p>debated at full council. Copies of both inspection reports were circulated to all Members on publication.</p> <p>An annual seminar is held for all Members prior to discussion at Council of the annual Performance Report.</p> <p>Scrutiny Boards are taking a more strategic approach to the examination of Cabinet Member Strategic Plans, examining these in advance of meetings with the relevant Cabinet Member and notifying them of the issues they will particularly wish to discuss with them.</p> <p>Further consideration is being given to ways in which more time can be allocated for Cabinet Members to discuss and review their respective Strategic Plans and the progress made on them. At present all the Strategic Plans and the reviews of progress over the preceding year are considered at one Cabinet Meeting in July and it is recognised that this does not allow sufficient time for discussion and debate.</p> <p>The scope and content of the weekly Members' Bulletin is also currently being reviewed.</p> |                            | <p>progress on Cabinet Member Strategic Plans and agree updates. This will allow more time for discussion and debate.</p> <p>It is planned to launch a new version of the Members Bulletin, with more topical and up to date content, in the New Year.</p> <p>Final position: Ongoing<br/>CMSP (Policy, Leadership and Governance))</p> |
| 18 | Performance | Performance on BVPIs needs improvement. Target | In 2005/6, the council was required to report against a total of 136 indicators  | Consistent and sustainable | The Performance Information Pack issued by the Audit Commission in September 2006   |

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|    | management | setting is not robust in some areas.   | <p>and sub-indicators. Of these, performance improved in 51 compared with the previous year, remained constant in 9 and worsened in 24. The remaining indicators cannot be compared as they were new or significantly changed. It is important to note that it is often necessary to consider several indicators together in order to gain a more comprehensive picture of performance.</p> <p>The targets set for 54 of the indicators were achieved in 2005/06, but not achieved in 52 of them. Changes in definitions and/or the introduction of new indicators mean that targets were not available for the remainder. It should be remembered that some targets are effectively set nationally and are more aspirational than a reflection of locally predicted performance.</p> <p>Improvement targets have been set for all BVPIs for the next three years. We recognise the need to refine our approach to target setting and to use this process more effectively to specify service objectives and determine resource allocation. A training programme is being developed as part of the value for money strategy which will address the issue of business</p> | improvements in services and the way we work, more effective resource allocation and better value for money. | <p>shows that the council achieved an above average improvement on performance indicators in 2005/06, although there is still room for improvement.</p> <p>A joint bid with Solihull MBC to the West Midlands Regional Improvement and Efficiency Partnership has resulted in an award of £200k to design and develop capacity building training for members and officers, which would work on business critical performance indicators. A steering group has been set up and it is hoped to start delivering training in the New Year.</p> <p>Final position: Ongoing<br/>CMSP (Policy, Leadership and Governance)</p> |

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|    |                        |   | critical performance indicators.  |  |  |
| 19 | Performance management | Risk management is developing but is not embedded throughout the Council ...not all service areas have robust plans for continuity and this exposes the Council to risk | The Strategic Plan for the Cabinet Member (Finance, Procurement and Value for Money) includes an objective to ensure delivery of the City Council's risk management strategy & embed it into the policy planning process. A revised risk management strategy was approved by Cabinet on 25 July 2006 and a training programme for Members & senior officers is being delivered. Software has been purchased to facilitate monitoring of the risk register process. Meetings are taking place with Directorate Management teams to identify all critical services for business continuity management. Our IT resilience & disaster recovery arrangements are being reviewed. | An organisation which effectively balances risk and opportunity and where members and officers understand how they can reduce risk whilst encouraging innovation | <p>The setting up of an Audit Sub-group of Scrutiny Board 1 has focused greater attention on risk management and related work. A regular Member review of risk registers is in place and Audit Subgroup have received specialist training ahead of their review of the Risk Management Strategy in 2007. The focus now moving to partnership risk.</p> <p>Work is in hand to link risk management and performance management more closely and business planning training is being revised to strengthen this approach. Critical services have been identified and Business Continuity Plans being developed for them. IT resiliencies being strengthened with a second data centre and disaster recovery contract being redrafted to cover new servers and applications on a priority basis.</p> <p>Final position: Ongoing<br/>CMSP (Finance, Leadership and Value for Money)</p> |
| 20 | Regeneration           | The Council does not have a specific regeneration strategy  | The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an objective to "Ensure the effective integration of physical, economic and community based initiatives to regenerate the city and develop  | Production of economic development strategy by March 2007.   | As part of the Cabinet Member action relating to the development of a Regeneration Framework for Coventry, work on the economic development strategy is progressing with the appointment of a contractor to devise the strategy by the end of December 2006.   |

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|    |              |   | sustainable communities". One of the actions to support this is the development of a Regeneration Framework for Coventry by December 2006. Work on a detailed economic development strategy is now underway – this work will dovetail with broader work on the Vision described in item 27 below.                            |  | <p>Since December 2006 and ongoing, Coventry has made responses to the partial review of the Regional Spatial Strategy and the Review of the West Midlands Economic Strategy. The final outcome of these responses will have a significant impact on the content and policy direction of the city's own Economic Development Strategy. As a result in order to align with these regional strategies the intended Coventry strategy will be available for consultation in Sept 2007.</p> <p>Final position: Ongoing<br/>CMSP (City Development)</p>   |
| 21 | Regeneration | Performance in planning is inconsistent. User satisfaction was in the worst quartile when this was last surveyed in 2003. | The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an objective to "Improve the quality and customer focus of the planning service . This includes 12 actions to improve service quality and meet or exceed national targets for the time taken to process planning applications. | Consistently improved performance and greater satisfaction with the planning service | <p>At the half year position, the planning service was exceeding the national targets for time taken to process planning applications. Having achieved these targets consistently for at least 18 months, the priority has shifted towards improving other areas of the service.</p> <p>Satisfaction with the planning service is covered by the government's User Satisfaction Survey carried in the Autumn. Results are due to be published in February 2007.</p> <p>It is expected that the 28 e-planning delivery standards will be achieved by the end of December 2006.</p> <p>Final position: Ongoing<br/>CMSP (City Development)</p> |

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| 22 | Regeneration | Take up of the equity release scheme for housing has been very low which threatens the aim to reduce disrepair in the private housing stock.   | Uptake of the scheme has been low and further efforts to develop the scheme are being made in the current year. The Strategic Plan for the Cabinet Member (Community Services) includes an action to "Develop the equity release scheme so that it is the Council's main route for achieving the Government's Decent Homes target for the private sector".  | Improved standards of private sector housing, contributing to the achievement of the Decent Homes Standard. | <p>Although it is expected that, by the end of the year, the target of 25 loan offers will be met, it is not now considered that the equity release scheme can be the sole route for achieving the Decent Homes target for the private sector. It is expected that there will be an increase in take up of equity release loans following the agreement with Care and Repair to manage this on a casework basis on behalf of the council. Strategies are being developed to ensure that City Council interventions, which deal with the improvement of private sector dwellings occupied by vulnerable people, achieve decent homes standard.</p> <p>Final Position: Ongoing<br/>CMSP (Climate Change, Housing and Sustainability)</p> |
| 23 | Regeneration | Bus use has steadily declined, from 23 per cent of all journeys in 1997 to 18 per cent in 2003 and was in the worst quartile for 2004/05. Primelines is not yet having a significant impact. | The Strategic Plan for the Cabinet Member (Urban Regeneration and Regional Planning) includes an objective to "encourage better transport in Coventry with increased use of buses and increases in customer satisfaction levels" and specific targets are set for the implementation of the Primelines initiative. The Corporate Plan includes a target to increase the modal share of buses both during peak times and during the day. | More convenient public transport which is well used   | <p>Four Primelines routes have been completed. Bus usage has increased on the completed schemes by 26%. In addition there has been an all round improvement in service including new vehicles and facilities. Modal share information is provided every two years and the next survey will be carried out in 2007/08.</p> <p>Final position: Ongoing<br/>Corporate Plan<br/>CMSP (City Development)</p>  |
| 24 | Regeneration | There is a backlog on  | The Strategic Plan for the Cabinet  | Fully integrated highway  | The £18.6m highway capital investment  |

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|    |                 | repairs to roads   | Member (City Services) includes an objective to “improve the condition and quality of Coventry's roads and footpaths through improved planning, co-ordination, investment and maintenance”. A significant improvement programme is underway.   | improvement schemes for carriageways, footways, drainage, lighting and safety barriers across the city                                  | <p>programme is on track. The Private Finance Initiative (PFI) for public lighting is progressing – an outline business case is being prepared for consideration by council in early 2007.</p> <p>The Department of Transport (DfT) has identified national problems with the software and machinery used for the surveys of the condition for roads and pavements. The DfT will be writing to all local authorities shortly to clarify the position. Currently is not possible to predict whether we will achieve targets for the Best Value Performance Indicators for the condition of roads and pavements.</p> <p>Final position: Ongoing<br/>Corporate Plan<br/>CMSP (City Services)</p> |
| 25 | Value for money | The council does not yet have a strategic approach to ensuring value for money. Operational plans do not focus on value for money and this is not adequately addressed at the decision-making stage. Costs are high in some areas. | Cabinet approved a Corporate Value for Money strategy on 25 July 2006. This identifies the need to ensure that all policy decisions take full account of value for money issues and that value for money considerations are built in at the development stage of all proposals and fully integrated with the performance management framework. | Consistent and sustainable improvements in services and the way we work, more effective resource allocation and better value for money. | <p>A business case methodology is being developed. This will be informed by an internal audit review of recent reports to Cabinet, which is now in progress. Further information on value for money is being developed as part of next year's operational planning guidance.</p> <p>Final position: Completed</p>   |
| 26 | Value for money | The Council has yet to explore savings that may be realised through rigorously market testing in-house   | The Strategic Plan for the Cabinet Member (Finance, Procurement and Value for Money) includes an objective to "ensure procurement arrangements effectively support the work of the   | The maximisation of value for money in all the council's procurement activities.  | The procurement strategy is being developed although a formal report is not now likely to be ready before April 2007. The Chief Executive's corporate restructuring proposals, which are out for consultation, include the  |

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|    |        | services.   | council and contribute to efficiency savings targets". This is supported by four actions to ensure that all opportunities for achieving savings through procurement activity are explored. We are reviewing our procurement arrangements to ensure they best meet the requirements of the National Procurement Strategy. Cabinet has approved a programme of value for money reviews and these will include consideration of procurement issues.   |  | <p>establishment of a Head of Procurement. More detailed work on the appropriate structure will await the decision on this proposal.</p> <p>The procurement training programme has been implemented with over 40 delegates having completed 2 of the 4 mandatory modules.</p> <p>Final position: Ongoing<br/>CMSP (Finance, Procurement and Value for Money)</p> |
| 27 | Vision | The Council does not have a detailed vision for what the city could become in fifteen or twenty years | The Leader and Chief Executive are leading work with partners to develop a more detailed vision for the city in line with work currently underway on the Local Development Framework. This is supported by the Cabinet Member (Urban Regeneration and Regional Planning), who has made it a personal priority to work on developing a long term vision and strategy for regenerating Coventry, to ensure that Coventry is a vibrant City providing a high quality of life for its residents and visitors | A clear statement of the council's vision for the city which will guide future strategic planning, priorities and resource allocation. | <p>A report on the vision is on the agenda for the Cabinet Meeting on 19 December 2006.</p> <p>Final position: Completed</p>   |