

Report to

Cabinet	18 December 2007
Scrutiny Co-ordination Committee	30 January 2008
Scrutiny Board 1	30 January 2008, 6 February 2008
Scrutiny Board 2	9 January 2008
Scrutiny Board 3	To be confirmed
Scrutiny Board 4	To be confirmed

Report of

Chief Executive

Title

Cabinet Member Strategic Plans - Half Year Reviews

1 Purpose of the Report

- 1.1 To provide a half-year review of the progress made on Cabinet Member Strategic Plans for 2007/08 -2009/10 in accordance with the council's performance management framework.

2 Recommendations

2.1 Cabinet is asked to:

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

- Cabinet Member (Policy Leadership and Governance)
- Cabinet Member (Finance, Procurement and Value for Money)
- Cabinet Member (Children, Learning and Young People)
- Cabinet Member (City Services)
- Cabinet Member (Community Services)
- Cabinet Member (Culture, Leisure and Libraries)
- Cabinet Member (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 Boards** are asked to review progress on the relevant Cabinet Member Strategic Plans for 2007/08 – 2009/10 and to consider with the Cabinet Member any further action that could be taken to improve performance.

3 Information/Background

- 3.1 The council's performance management framework is based on three levels of plans: the council's Corporate Plan; Cabinet Member Strategic Plans; and Operational Plans which are used by Heads of Service to plan and manage service delivery.
- 3.2 Cabinet Member Strategic Plans set out how each portfolio contributes to the council's vision and objectives through a series of strategic objectives with associated priorities, activity and performance measures.
- 3.3 Cabinet Member Strategic Plans are the main focus for formal reporting to Members – through Scrutiny and Cabinet – and are used in the forward planning of council business and to provide information for the budget setting process. These plans are not intended to be fully comprehensive and do not include everything that the council does. This level of detail is covered by Operational and team plans that are used by Heads of Service, managers and employees.
- 3.4 A half-year review of each Cabinet Member Strategic Plan has been produced and is included on the CD-ROM that accompanies this report.
- 3.5 The Cabinet Member Strategic Plans were formally approved on 31 July 2007. The half-year reviews have identified a number of new actions. These are:
 - **Climate Change, Housing and Sustainability**
 - 2.10 - Ensure that the Sustainability Supplementary Planning Document incorporates the 'Merton Rule'.
 - 2.16 - Personalised Travel Plans - Carry out a trial of personalised travel planning along a key transport corridor.
 - 3.6 - Facilitate self build housing.
 - **Finance, Procurement and Value for Money**
 - 3.5 - The establishment of a Value for Money Partnership with PwC to deliver a Programme of service reviews/projects to improve services and reduce cost.
- 3.6 The Cabinet Member Plan **Children Learning and Young People** has been revised mid-year to reflect the final phases of restructuring of the Children, Learning and Young People's directorate. It was also timely to integrate the priorities of the Cabinet Member Plan and the Children and Young People's Plan. The sixth month progress review incorporates priorities of the previous plan. The new strategic objectives are aligned to the Every Child Matters outcomes of:
 - Strategic objective 1: Being Healthy
 - Strategic objective 2: Staying Safe
 - Strategic objective 3: Enjoying and Achieving
 - Strategic objective 4: Making a positive contribution
 - Strategic objective 5: Achieving economic well being
 - Strategic objective 6: Having supportive family, friends and communities
 - Strategic objective 7: Integrated processes

4 Proposal and Other Option(s) to be Considered

- 4.1 It is proposed that the Cabinet note the progress on the Cabinet Member Strategic Plans.

5 Other specific implications

5.1

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

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

6 Monitoring

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

7 Timescale and expected outcomes

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

	Yes	No
Key Decision		✓
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	Scrutiny Co-Ordination Committee: 9 th January 2008 Scrutiny Board 1: 30 th January & 6 th February 2008 Scrutiny Board 2: 9 th January 2008 Scrutiny Board 3: To be confirmed Scrutiny Board 4: To be confirmed	
Council Consideration (if yes, date of Council meeting)		✓

List of background papers

Proper officer: Chief Executive

Author: Telephone 024 7683 3226

Carol Dear – Chief Executive's, Performance and Scrutiny
 (Any enquiries should be directed to the above)

Other contributors:

Jos Parry, Assistant Chief Executive

Jenni Venn, Chief Executive's

Janice Nichols, Chief Executive's

Kath Sciarrotta, Chief Executive's

Colin Green, Director of Children, Learning and Young People

Helen Atwood, Children, Learning and Young People

John McGuigan, Director City Development

Paula Deas, City Development

Stephen Pickering, Director of City Services

Sam Morris, City Services

Julie Batt, City Services

John Bolton, Director Community Services

John Bodie, Community Services

John Teahan, Community Services

Bev Messinger, Director Customer and Workforce Services

Doran Pearce, Customer and Workforce Services

Richard Brankowski, Customer and Workforce Services

Chris West, Director of Finance and Legal Services

Chris Faulkner, Finance and Legal Services

Emma Dempsey – Chief Executive's

Denise O'Sullivan – Chief Executive's

Rhona Parada – Chief Executive's

Papers open to Public Inspection

Description of paper

Location

Cabinet Member Plans

Council Website

Cabinet Member for Policy, Leadership and Governance Strategic Plan

**2007/08 – 2009/10
Half-Year Review**

Performance Overview

Overall summary of performance for the portfolio at the half year 2007/08:

The Corporate Plan 2007/08 – 2009/10 was adopted at Council on 26 June 2007. The corporate objectives were revised to include tackling climate change and transforming the city centre. The plan now includes the outcomes and indicators of the Equality Strategy.

Good progress has been made in developing the Sustainable Community Strategy, which is currently out for consultation for approval by Council in March 2008. The short term priorities will feed into the development of the new Local Area Agreement for June 2008. .

Development of the Scrutiny function - The Cabinet Member (Policy, Leadership and Governance) convened the first meeting between himself and Scrutiny Chairs in order to help identify how the role of scrutiny could develop, particularly with regard to the development of policy. Further discussions will take place at SCRUCO and Cabinet.

	Objectives	Progress in relation to strategic objectives at half-year 2007/08	Activities to improve performance or issues to be addressed in this plan	Activity reference
1	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	Implementation of the corporate restructuring is progressing well with the appointment of the Assistant Chief Executive and other senior positions. Good progress has been made in developing the Sustainable Community Strategy and this is currently out for consultation. The technical definitions of the 198 new National Indicators are out for consultation. The Council and the Coventry Partnership are beginning to consider the choice of indicators for the new Local Area Agreement, which is due to be signed off by end March 2008.	Consideration will need to be given to which indicators, no longer included in the new set of 198 indicators, we would wish to continue to collect for trends etc which in turn will feed into the decisions on the new Corporate Plan.	Activity 1.1

	Objectives	Progress in relation to strategic objectives at half-year 2007/08	Activities to improve performance or issues to be addressed in this plan	Activity reference
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.	<p>Council promoted to national audience at Conservative and Labour party conferences, and to students for first time (part of pilot with Coventry University). A city-wide approach to marketing and communications now being developed.</p> <p>Governance arrangements developed for the Birmingham, Coventry and Black Country City Region with a view to bringing to the Council to consider in second half of year.</p> <p>The promotion of the City has contributed to recent successes in attracting IKEA, Severn Trent and QCA to the city will in turn boost the number of jobs available. Attendance at the prestigious international property exhibition in Cannes (MIPIN) has helped to promote the City to international companies with a view to attracting investment and jobs to the city in the future.</p>		
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.	The Council and the Coventry Partnership have worked closely on the preparation of the Sustainable Communities Strategy and Local Area Agreement and the eventual alignment of performance management systems. By participating in the road testing of the new Local Area Agreement, Coventry contributed to the development of national guidance and is now one of ten LAA 'demonstrator' sites and the only one in the West Midlands.		

	Objectives	Progress in relation to strategic objectives at half-year 2007/08	Activities to improve performance or issues to be addressed in this plan	Activity reference
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 Plans are more effectively driving the strategic vision through the organisation and are being used as part of the Council's budget setting process to allocate resources to priorities and to respond to service performance issues.		
5	Ensure that the Council is equipped to deal with emergencies in Coventry	<p>Officers have updated and published the 2007 Emergency Planning Manual. In addition, plans relating to the City Centre have been published. Plans for Rest Centres and for Humanitarian Assistance have been updated and will be published by the end of 2007. Training and exercises have taken place through the year, including a 100 delegate City Centre Exercise in September.</p> <p>Business Continuity Promotion has been ongoing and an e-learning system for Coventry Businesses will be launched in early 2008. The Emergency Planning website is updated regularly.</p>	The actions are part of a number of workstreams that will maintain continuity for the resilience of Coventry residents, businesses and those travelling through or visiting the City.	

	Objectives	Progress in relation to strategic objectives at half-year 2007/08	Activities to improve performance or issues to be addressed in this plan	Activity reference
6	Provide leadership for the city and ensure the Council communicates and consults with its residents and develops civic pride.	<p>Evaluation work now being undertaken to test effectiveness of Citivision. VFM review of promotion and publicity examines effectiveness of different communications tools. Monthly communications reports for directorates now ensure closer monitoring of communication systems. Improvements have been made to the website to increase the number of interactive services as well as improving accessibility and quality.</p> <p>Key consultations exercises conducted during first half of year included Primelines (ongoing) and the Local Development Framework Core Strategy and the Climate Change Strategy. Consultation on the Sustainable Community Strategy and Economic Development Strategy commenced in the second half of the year.</p>		

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

	Review of Finance 2007/08
Revenue Issues that have arisen during 2007/2008.	None identified
Revenue Issues to consider when updating this plan.	None identified
Capital Issues that have arisen during 2007/08.	None identified
Capital Issues to consider when updating this plan.	None identified

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

Scorecard Theme Customer and Communities	Corporate/Management Objective To improve the quality and efficiency of services and make it easier to access them
--	--

Strategic 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

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, Value for Money and Risk Management integrated at all levels of the performance management framework</p>	Corporate Plan and Performance Report in June	<p>Council approved Corporate Plan and Performance Report 26 June 2007. The corporate objectives were revised to include tackling climate change and transforming the city centre.</p> <p>New indicator 29 in Corporate Plan 2007/8-2009/10 includes the outcomes and indicators of the Equality Strategy. All Equality Strategy actions are required to be in Operational Plans. 2007/08 Operational Plans contain a VFM self assessment.</p>	Head of Corporate Policy

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and Concerns	Responsibility
			<p>Cabinet Member Strategic Plans approved July each year and reviewed the following December and June</p> <p>Operational Plans adopted April each year and reviewed quarterly</p>	<p>Corporate Plan review template contains a question about how risks to performance are being managed, as a pilot for embedding risk management.</p> <p>Reviewed and updated plans went to Cabinet on 31 July 2007. All Scrutiny Boards held question and answer sessions with Cabinet Members.</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. Review for Q1 took place on 27 September 2007.</p>	

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>Following the issuing of new National Performance Indicators, the Coventry Partnership and the Council are beginning to consider the choice of indicators for the new Local Area Agreement, which is due to be signed off by end March 2008.</p> <p>Consultation on the technical definitions of the new National Indicator set will run from 7 November for 6 weeks. By responding to the consultation there might be some scope to influence the definitions to make them more collectable. Consideration will need to be given to which indicators, no longer included in the new set of 198 indicators, we would wish to continue to collect for trends etc which in turn will feed into the decisions on the new Corporate Plan.</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	Implementation of Corporate and CPU restructuring as set out in report	<p>The following recent senior appointments have been made: Assistant Chief Executive - 15 October. Performance and Scrutiny Manager - 12 November Deputy Director of City Development - 28 August Head of Street Services and Public Protection – 8 October</p> <p>The restructuring of the Corporate Policy Unit still to be completed.</p>	Chief Executive
1.3	Improve the use of consultation, research and information in support of the Council's objectives	More effective use of consultation, research and information leading to better decision making and service improvement	Implementation of restructuring of consultation, research and information by end 2008	<p>Policy and Research Manager was appointed on 1 September 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>Initial scoping of Community Engagement Strategy for Coventry Partnership and its partners undertaken – guidance from central government awaited.</p>	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and Concerns	Responsibility
			<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>Results published February 2007. Report taken to Scrucro on initial findings 21 March 2007 and detailed report published in the Performance Report in June 2007. IPSOS Mori has analysed data for all local authorities and results for Coventry were in line with the expected level of performance. Information has been used for performance reports and Direction of Travel Statement.</p> <p>Coventry is represented on a small working group with representatives of government departments developing the 'Place Shaping Survey', which will replace the User Satisfaction Survey.</p> <p>Questions for next Household Survey being finalised and currently out for tender. Fieldwork to be carried out in December 2007.</p>	Corporate Policy and Research Manager
1.4	Deal with customer complaints effectively and use information from reporting to make service improvement	Better services and improved customer satisfaction	Cabinet Member report on Compliments, Comments and Complaints	Annual report on Compliments Comments and Complaints 2006/07 is due to go to the Cabinet Member (Customer, Workforce and Legal Services) on 13 December 2007.	Director of Customer and Workforce Services

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and Concerns	Responsibility
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>Members' satisfaction survey in February/March each year</p> <p>Scrutinise Cabinet Member Plans twice a year</p>	<p>Report on annual review due to go to Cabinet on 4 December 2007 and Council on 11 December 2007</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 2007</p> <p>The first of regular meetings between the Leader as Cabinet Member(Policy, Leadership and Governance) and Scrutiny Chairs took place on 18 October 2007 to discuss future working arrangements including the issues identified through the survey relating to earlier involvement in policy and encouraging more public engagement as well as the role and possible structures for the new responsibility for scrutinising partnerships.</p>	Head of Corporate Policy

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..	Approved restructuring proposals aim to increase efficiency and effectiveness through better forward planning, performance and project management and consultation, research and information management.	Restructuring to improve forward planning will impact on capacity in the short term. Detail to be worked out in 2007/08.
Update: Final costs of restructuring will depend on gradings of new posts and this may result in budget pressures if grades come out higher than originally expected.	Update: Our involvement in the road testing gave a very good insight into the work needed for developing the new LAA and confirmed the need for a strong evidence base and robust performance management.	Update:

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
1a Corporate Plan indicator 1	Annual CPA Score	2 stars and improving well December 2005	3 stars and improving well February 2007	3 stars and improving strongly February 2008	N/A		Expect 3 stars and at least improving well.	4 stars and improving strongly February 2009	The CPA system will be discontinued in 2009/10	Annual
	Comment:									
1b	CPA Performance Management Score	2 (2004)	3	N/A	3		N/A	N/A	N/A	Annual
	Comment: The score was last assessed in 2006 and remains current. This indicator will have to be changed in light of the introduction of Comprehensive Area Assessment in 2009.									
1c Corporate Plan	Customer satisfaction- citizens satisfied with the overall service provided by their authority	41% at December 2003	51% (Average score for	N/A – this national	N/A		N/A	N/A – this national	55%	Every 3 years

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
indicator 2 BV3			Met DCs =51.5%)	survey is only conducted once every 3 years				survey is only conducted once every 3 years		
<p>Comment: The new National Indicator set includes a new set of perception measures, which it is anticipated will be carried out every 2 years.</p>										
1d Corporate Plan indicator 3	Complaints – number of ombudsman complaints where a) the finding is of maladministration b) we have accepted an element of fault and settled the complaint locally	0 8	0 12	0 0	0 6		No No	0 0	0 0	Annual
<p>Comment: There were 6 local settlements at the half year point, which was in line with the previous year. As a result of a finding of maladministration in November 2007 the end of year target will not be achieved.</p>										

Cabinet Member Plan (Policy, Leadership and Governance) Strategic Objectives					
Scorecard Theme		Corporate/Management Objective			
Customers and Communities		To regenerate the City and ensure people have a good choice of jobs and housing and transform the City Centre.			
Strategic Objective 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			
Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
2.1	Work with local organisations and businesses to promote Coventry locally regionally and nationally as a good place to live, work, learn and visit	Coventry has a better reputation, image and successful economy	Best Value Review 'Promoting Coventry' - recommendations considered and implemented Support promotion of Coventry by attendance at events such as MIPIN (International Property Exhibition	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. All partners are due to meet on 14 November to consider the research findings and recommendations and to agree a way forward. Pilot carried out at Coventry University to promote Council services to new university students – now being evaluated. The promotion of the City has contributed to recent successes in attracting IKEA, Severn Trent and QCA to the city which will in turn boost the number of jobs available. Attendance has helped to	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			in Cannes)	promote the City to international companies with a view to attracting investment and jobs to the city in the future.	
2.2	Lead the Council's effort to influence key opinion formers and decision makers locally, regionally, nationally and internationally.	Coventry has a better reputation, image and successful economy	<p>Stand at Labour and Conservative Party conferences.</p> <p>Leader speaks at conferences and other meetings involving key opinion formers and decision makers</p>	<p>Stands were taken at both Conservative and Labour Party conferences in Autumn 2007, with coverage in local media (article in CET) valued at £2009.60 (taking into account amount of coverage and how positive it was), and 814 visitors to the stand in total over both conferences. More detailed evaluation is now being undertaken to assess value for money.</p> <p>A number of opportunities have been taken to promote Coventry:</p> <ul style="list-style-type: none"> - The Leader gave a presentation to Coventry First – Coventry & Warwickshire network for professionals in April 2007 on development/ regeneration of the city. - The Leader addressed an international conference on economic development in Stockholm in June 2007 with speakers including Swedish Finance Minister. 	<p>Communications Manager</p> <p>Assistant Chief Executive</p>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
				<p>- The Leader spoke on Local Area Agreements at the national LGA conference in July 2007</p>	
2.3	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 of Council</p>	<p>The Council has been represented regularly at meetings of the West Midlands Local Government Association (WMLGA), West Midlands Regional Assembly, Coventry, Solihull, Warwickshire Partnership (CSWP) and Birmingham, Coventry and Black Country Board (BCBC), Birmingham International Airport Board.</p> <p>Leader is now a member of the West Midlands Regional Assembly European and International Affairs Partnership and Government Office of the West Midlands Programme Monitoring Committee (European Structural Funds).</p> <p>Completed in May 2007.</p>	Leader and Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p>Reports on work to be produced as appropriate</p>	<p>Reports are submitted to Scrutiny Coordination Committee on an annual rolling programme. The approach to this has been revised: reports relating to charities will no longer be required but some other bodies have been added (mainly partnerships). Reports given include West Midlands Joint Committee, Coventry, Solihull and Warwickshire Sub-regional Forum, Local Government Association, WMLGA, West Midlands Regional Assembly.</p>	
		<p>Key policy issues are progressed</p>	<p>City Region: Development of governance arrangements that will need to be agreed formally by the Council</p> <p>Development of joint investment plans for City Strategy Pathfinder for agreement by partner organisations</p>	<p>Governance arrangements developed with a view to bringing to Council to consider in second half of year.</p> <p>City Strategy Pathfinder to tackle worklessness developed in partnership by City Region. This will offer an integrated approach to employment and skills that will improve the skill level of individuals based on employer demand,</p> <p>BCBC City Region has been invited to be a pilot for a Multi</p>	<p>Corporate Policy and Research Manager</p>

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
				Area Agreement – to be considered over next 6 months.	

Budgets	Improving the 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
Update: Value for money review report completed and implications being considered.	Update:	Update:

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Quarter 2 position	Year end position 2006/07	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
2a	Indicators on Promotion of the city to be developed								
Comment: Findings and recommendations of research commissioned by the Image Working Group to be considered at meeting of partners in November and developing appropriate indicators will form part of the subsequent work plan.									

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

Scorecard Theme Customers and Communities	Corporate/Management Objective To improve the quality and efficiency of services and make it easier to access them.
---	---

Strategic Objective 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.

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>A new Partnership Development Manager has been recruited .</p> <p>The secretariat has relocated to the Council House to promote closer working with Partners.</p>	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			<p data-bbox="1111 240 1379 480">Annual Assessment of Coventry Partnership by Government Office West Midlands (GOWM)</p> <p data-bbox="1111 948 1379 1145">Report to Cabinet on outcome of consultation on Local Public Service Board by October 2007</p>	<p data-bbox="1402 240 1805 512">The partnership has worked closely with the Council on preparation of the Sustainable Communities Strategy and Local Area Agreement and the eventual alignment of performance management systems.</p> <p data-bbox="1402 549 1783 644">The partnership is working to increase private sector engagement.</p> <p data-bbox="1402 681 1771 911">The extent of the formal assessment by GOWM was reduced because of our engagement in the LAA roadtesting process and the high regard with which the Partnership is viewed.</p> <p data-bbox="1402 948 1812 1182">Consultation on development of a Local Public Service Board completed and report went to Cabinet on 23 October 2007 and was approved. First informal meeting took place in early November.</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	<p>Full year's information was presented to GOWM by 13 July 2007, particularly those areas of risk or underperformance. Mixed progress with remedial actions identified where needed.</p> <p>The half year LAA review is being prepared for submission in November. Highlights will be reported to the Local Public Service Board.</p>	Chief Executive
3.3	Develop Sustainable Community Strategy	Sustainable Community Strategy adopted following effective consultation on appropriate areas.	Sustainable Community Strategy completed end March 2008	<p>Strategic assessment of city undertaken. Initial draft outcomes and priorities document produced and consulted on with Coventry Partnership Board, Councillors and Theme Groups. Consultation draft to be agreed in November 2007 for consultation in December 2007/ January 2008.</p>	Chief Executive

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
3.4	Actively participate in road testing new style Local Area Agreement and develop Local Area Agreement 2008/11	Local Area Agreement includes priorities and targets that reflect local priorities.	<p>Road testing of LAA completed – July 2007</p> <p>Identification and negotiation of LAA targets – November 2007 onwards</p> <p>New LAA completed end March 2008.</p>	<p>Road testing completed and Coventry contributed to development of national guidance and is now one of only ten LAA 'demonstrator' sites and the only one in the West Midlands.</p> <p>Strategic assessment of city undertaken to identify short term priorities for LAA and developed alongside the Sustainable Community Strategy.</p>	Chief Executive
3.5	Deliver Local Public Service Agreement 2 with partners	Outcomes achieved and reward grant achieved		<p>LPSA2 was signed in July 2006. Pump priming grant was distributed to services in 2006/07. Performance monitored and reported on through the Performance Management Framework. Year-end Performance was included in the Performance Report 2006/07.</p> <p>PSA2 finishes at end of 2007/08 and mid year performance has been reviewed. Maximum grant receivable is around £9 m and some indications that there may be a shortfall but not possible to say by how much.</p>	Head of Corporate Policy

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
3.6	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	Council policy and activities contribute to the delivery of the targets of the Community Plan Sustainable Community Strategy integrated with Council's Corporate Plan.	Coventry Community Plan runs from 2003-2010 Progress reports to Cabinet 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	Members have been involved in the initial development stage through their involvement with the Board and Theme Groups of the Coventry Partnership as well as individually and through a workshop specifically for all elected Members. Cabinet and Scrutiny are to be formally involved in approving the draft Sustainable Community Strategy for consultation and the final Strategy will go to Council for approval in March 2008. Employees are being encouraged to contribute to the consultation as well.	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 £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>
<p>Update: Some indications that there may be a shortfall from the maximum LPSA2 reward grant of around £9m but not possible to say by how much at this stage.</p> <p>A number of funding streams are being brought together into area based grant which will be used to fund the activity necessary to deliver the Local Area Agreement. A rewards based agreement is being developed for the LAA and it will be important that Coventry benefits from this.</p>	<p>Update: The first meeting took place in October between the Leader as Cabinet Member (Policy, Leadership and Governance) and Scrutiny Chairs to improve the effectiveness of the Scrutiny process and consider the role and possible structures for scrutinising partnerships.</p> <p>The Coventry Partnership secretariat has relocated into the Council House to facilitate better working with partners.</p>	<p>Update:.</p>

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
3b	Audit Commission assessment of Coventry Partnership effectiveness	Green light	Green status unchanged	Green light	N/A		N/A – assessment system will change.	To be determined	To be determined	Annual
	Comment: The performance management framework for the Partnership and LAA will merge. It is not yet clear what indicator system will be used in the future									

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

Scorecard Theme		Corporate/Management Objective			
Customers and Communities		To improve the quality and efficiency of services and make it easier to access them			
Strategic Objective 4		Ensure that the Cabinet remains focused on key aims and objectives and that priorities are identified and pursued			
Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
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	Corporate Plan 2006/07 – 2009/10 adopted at Council June 2007, incorporating revised corporate objectives and indicators, which have been followed through in Cabinet Member Strategic Plans	Head of Corporate Policy
4.2	Review Performance Improvement through production of Best Value Performance Plan	Improved services measured through Best Value Performance Indicators and Corporate Balanced Scorecard Plan Greater satisfaction with the Council	Reported annually in June	Best Value Performance Plan (BVPP) approved June 2007. The headline definitions of the 198 national indicators, which will replace BVPIs and other indicators, have been published. Consultation on the technical definitions finishes on 21 December.	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 Progress considered by Cabinet and Scrutiny every six	Cabinet Member Strategic Plans 2007/08-2009/10 went to Cabinet 31 July 2007. Considered by Scrutiny August/September 2007. Work underway to identify and extend good practice.	Head of Corporate Policy

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			months		

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 2007/8-2009/10.</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>	<p>Restructuring of CPU to create a Performance and Scrutiny team is intended to support performance improvement across the Council.</p>
Update:	Update: Further consideration of performance management software has been put on hold so that new Assistant Chief Executive can review the options.	Update:

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
4a	Percentage of BVPIs in the top quartile	26%% relating to 2004/05	25% relating to 2005/06	Increase in percentage	N/A		N/A	Increase in percentage	Increase in percentage	Annual
Comment: Information not available until December 2007/ January 2008. Best Value Performance Indicators to be replaced by new National Indicators from 2008/09.										
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%	53%	Increase in percentage	N/A		N/A	N/A – new national indicator set to be introduced	N/A	Annual
Comment: Best Value Performance Indicators to be replaced by new National Indicators from 2008/09.										

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

Scorecard Theme Improving the way we work/value for money		Corporate/Management Objective Improving the quality of service delivery			
Strategic Objective 5		Ensure that the Council is equipped to deal with emergencies in Coventry			
Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
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. All actions were achieved.	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 September 2007. A further review of its format and an Equality Impact Assessment is in progress. The manual is updated yearly with scheduled two yearly updates planned.</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 has been developed with partner agencies.</p>	Director of City Services
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 are taking place with partner agencies, multi faith representatives, The Red Cross and the WRVS.</p>	Director of City Services

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
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	A major training event has been delivered to Children Learning and Young People (CLYP), FICT, Community Services and Neighbourhood Management Team. Discussions with colleagues in Workforce & Customer Services are ongoing with the aim of further improving training capability.	Director of City Services
5.5	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	All targets had been met and in some circumstances exceeded.	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	Training of City Council employees is being progressed and training and exercises with partner agencies is increasing

Budgets	Improving the way we work and value for money	People
	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.	
Update:	Update:	Update

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
5a	Number of exercises completed successfully	2	3	3	3		Yes	3	3	Annual
	Comment:									
5b	Number of members trained (at Easingwold)	2	2	2	2		Yes	2	2	Annual
	Comment:									

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

Scorecard Theme Improving the way we work and value for money	Corporate/Management Objective Improve access to the services we provide
---	--

Strategic Objective 6 Provide leadership for the city and ensure the Council communicates and consults with its residents and develops civic pride.

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
6.1	Develop communications with citizens	People feel better informed, better two-way communication leading to service improvements	Continue to develop <i>Citivision</i> Ward Forums are used to promote 2-way communication Further development of Website as a communications tool	Citivision now produced bi-monthly. Research and evaluation study by Coventry University now completed with recommendations for further improvements now being developed. Monitoring exercise to be carried out on distribution for next issue (out at end November 2007). Since being launched in September 2006, almost all wards held 3 meetings in period to March 2007 and 766 residents attended. Support arrangements reviewed and guidance documents updated. The website continues to be well-used by visitors with around 900,000 page views per month on average. The monitoring results also tell us that the most active day of the	Communications Manager Head of Neighbourhood Management Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
				<p>week for users is Thursday - an indication that the online jobs site is still the most popular area.</p> <p>This year high-profile campaigns featured include: Godiva Festival, Coventry Design Awards, Ward Forums, National Older Person's Week, Cyclemaps website, Coventry Half Marathon, regional Switch it Off Campaign, Coventry Peace Month and National Adoption Week.</p> <p>Recent consultations include: Polling station survey, draft Climate Change Survey, Rights of Way Improvement Plan survey, Coventry's Core Strategy and Trading Standards.</p> <p>New interactive online services include: benefits calculator, cyclemaps, online tendering service and Coventry Active. Target set of 40 additional online forms to be published before April 2008.</p> <p>Coventry only Met council in the West Midlands taking part in government "Pride of Place" campaign to encourage more</p>	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
				<p>people to visit website.</p> <p>Recent accessibility and usability testing conducted on the website indicates that the front page needs to have fewer links to assist users, especially those with visual impairments, and that some areas need reviewing in terms of reducing text and increasing 'signposting' information. This will be completed by December 2007.</p> <p>We are replacing our automated monitoring systems at the end of 2007, with a new package that, in addition to testing the site for accessibility and availability, will also test for broken links and spelling errors. We are also testing site reading software with a view to replacing 'Browsealoud' with a package that is as efficient but more cost effective by March 2008.</p>	

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
6.2	Develop civic pride in citizens and promote cohesive communities through media campaigns, leading on high profile events, hosting visitors to the city and working with Mayoralty and local organisations	People are proud to live in Coventry	Specific events and campaigns including Coventry Peace Month	<p>Early discussion with Institute of Community Cohesion about Coventry being part of best practice group of councils sharing experiences.</p> <p>Cohesive Communities – Celebrating Coventry campaign extended to include a Celebrating Coventry weekend to coincide with the Schools Games in August 2007. Positive media coverage received - further evaluation work now taking place.</p> <p>Campaign cited as example of good practice on IdeA website and recognised as good practice by Commission on Integration and Cohesion.</p> <p>In her letter of response to the Commission on Integration and Cohesion about their report 'Our Shared Future', the minister for Communities and Local Government, Hazel Blears, referred to the great work that Coventry was doing to bring communities together through its Celebrating Coventry campaign, which celebrated local identity and</p>	Communications Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
				pride.	
6.3	Review Communications Strategy	Strategic use of communications to deliver Council's vision and corporate objectives		<p>Communications Team shortlisted for Communications Team of the Year 2007, national Good Communications Awards for councils</p> <p>Communications Strategy has now been revised – needs to be adapted alongside development of wider communications strategy for city</p>	Communications Manager
6.4	Proactively manage the information provided to local and national media to provide accurate and fair portrayal of Coventry and the City Council	Accurate information about Coventry and the City Council is available through the media	Ongoing review of press activity and success of media campaigns and appropriate action taken	Regular reports on communications activity including monitoring of media coverage now provided to senior managers and members.	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	Initial scoping of Community Engagement Strategy for Coventry Partnership and its partners undertaken – guidance from central government awaited.	Corporate Policy and Research Manager

Activity Ref	Activity	Success Criteria	Timescale/ Milestones	Progress including Highlights and concerns	Responsibility
			Consultation carried out in a timely and effective way	Key consultations exercises conducted during first half of year included Primelines (ongoing) and the Local Development Framework Core Strategy and the Climate Change Strategy. Consultation on the Sustainable Community Strategy and Economic Development Strategy commenced in the second half of the year.	

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.
Update:	Update: VFM review of promotion and publicity now completed and sent to VFM team	Update:

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? Yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
6a	Percentage of Council press releases taken up by media	95%	95%	97%	95%		Target should be met	98%	98%	Quarterly

Indicator Number	Indicator	Actual 2005/06	Actual 2006/07	Target 2007/08	Quarter 2 position	Year end position 2007/08	Will Target be met? Yes/no	Target 2008/09	Target 2009/10	Reporting Frequency
	Comment: Target amended as previously incorrectly stated. Although not on target at moment, actions are being taken to improve targeting of press releases, which should mean that the target is met at the end of the year.									
6b	Percentage of respondents answering that they are 'fairly well satisfied' or 'very well satisfied' with the way the Council keeps them informed about services and benefits it provides.	2003/04 46.4%	48.63%	N/A- survey carried out every 3 years	N/A	N/A	N/A	N/A- survey carried out every 3 years	Increased %	Every 3 years.
	Comment: Survey carried out every three years									

Cabinet Member Plan (Policy, Leadership and Governance) Finance

Policy, Leadership and Governance	2007/08 Gross Spend £000	2007/08 Gross Income £000	2007/08 Net Spend £000	2008/09 Net Spend £000	2009/10 Net Spend £000
Revenue Budget					
Emergency Planning	338	0	338	338	338
Corporate Policy Unit					
Scrutiny / Members Expenses	194	0	194	194	194
Chief Executive's Office	195	(195)	0	0	0
Subscriptions	200	(200)	0	0	0
Corporate Policy	1,211	(1,211)	0	0	0
Seminars	8	(8)	0	0	0
General Initiatives	16	(16)	0	0	0
Citizens Panel	36	(36)	0	0	0
Support Services	182	(182)	0	0	0
International Projects	29	(7)	22	22	22
Corporate Communications	1,022	(1,022)	0	0	0
Summer of Cov	103	0	103	103	103
Council Re-organisation	100	0	100	100	100
Local Strategic Partnership	161	(161)	0	0	0
Grant Funded Schemes	886	(886)	0	0	0
Total Portfolio Revenue Budget	4,681	(3,924)	757	757	757

Other Information	2007/08 £000	2008/09 £000	2009/10 £000
-------------------	-----------------	-----------------	-----------------

Approved Future Revenue Budget Increases/(Decreases)

None

Total Approved & Provisional Capital Budget

0 0 0

Major Capital Projects (above £500k)

None

Questions for Cabinet Member (Policy, Leadership and Governance) on the review of his Strategic Plan 2007/2008 - 2009/2010

1. Page 9 - Performance Indicators

Would you please give some examples of the indicators which the Council might wish to continue to collect, if they are excluded from the new set of 198 National Indicators.

2. Page 11 - Compliments, Comments and Complaints

How do you intend to improve the figure relating to the number of complaints dealt with within the target of 10 working days (68% in 2005/2006 down to 60% in 2006/2007)?

3. Page 12 – Scrutiny Process

- a) How will you take forward the issues discussed with the Scrutiny Chairs on 18th October, 2007?
- b) In particular, how will you ensure that your Cabinet colleagues involve Scrutiny at an early stage in policy development?
- c) How do you envisage that the scrutiny of the Local Strategic Partnership will be incorporated into the scrutiny process?

4. Page 15 – "Promotion of the City" Best Value Review

- a) How are the findings of this review being addressed?
- b) What were the outcomes of the pilot at Coventry University?

5. Page 16 - Stand at Party Conferences

What were the outcomes of the VFM evaluation of the stand?

6. Page 18 - City Region

What progress has been made on the City Region governance arrangements?

What is happening generally in the region and sub-region and what roles are you playing?

7. Page 22 - Local Area Agreement

Would you please provide brief information on the highlights of the half-year review.

8. Page 23 - PSA Shortfall

What is the shortfall likely to be? What are the reasons for it?

9. Page 34 – Ward Forums

How is the value of Ward Forums being assessed/measured?

10. Page 35 – Website Consultations

What levels of response have there been to these consultations?

11. Page 39 – Promotion and Publicity VFM Review

What were the outcomes of this review?