Coventry City Council

Report to

Cabinet Member (Finance, Procurement and Value for Money)	19th March 2008
Scrutiny Co-ordinating Committee	2nd April 2008

Report of

Chief Executive

Title

Value for Money Partnership Programme: Progress Report

1 Purpose of the Report

1.1 The purpose of this report is to set out the progress that has been made since the City Council entered into the Value for Money Partnership with PricewaterhouseCoopers in the autumn of 2007.

2 Recommendations

2.1 The Cabinet Member and Members of the Scrutiny Co-ordination Committee are asked to endorse the progress made to date, and note that regular progress reports will be presented in the future.

3 Background

3.1 The Cabinet received a report in August 2007 which identified that the City Council, in common with all other local authorities, was facing a range of internal and external challenges. In particular, the report noted that the Council was striving to improve services to meet the changing needs of its customers, and the future demand for services, whilst at the same time tackle the value for money of its services and respond to significant financial pressures on both revenue and capital resources. At that time, the Council's Medium Term Financial Strategy identified a significant gap between its revenue spending plans and forecast revenue resources for 2008/09, and the Comprehensive Spending Review 2007 was expected to have fundamental and far-reaching implications for public services generally and to provide further significant financial challenges.

3.2 In response, the Cabinet approved the engagement of PricewaterhouseCoopers (PwC) as the City Council's Value for Money Partner for three years, with an option to extend for a further two years; agreed to establish a Programme Board and Programme Support Team; agreed an outline programme of service reviews; and approved the temporary transfer of £0.7m from the Risk Management and Insurance Reserve into a reserve specifically to finance the engagement of PwC. The remainder of this report

identifies the progress that has been made in establishing the Partnership, and beginning the task of review, both to improve services and reduce costs.

4   Objectives of the Partnership

4.1   It is worth reminding ourselves of the purpose of the VfM Partnership. Specifically, the City Council wants to achieve the following outcomes:

- specific service improvements to meet the changing needs of its customers, and the future demand for its services

- sustainable efficiencies and cost reductions to meet the financial challenges it faces in key timescales

- ensure members and officers benefit from external challenge and experience from outside the authority

- give staff the opportunity to learn new skills

The Partnership has established a scorecard of success criteria, and these are set out in Appendix 1. It is too early in the life of the Partnership to assess the current progress against these criteria – however, this will be a regular feature of the governance arrangements.

5   Partnership Governance Arrangements

5.1   In order to determine how the Partnership should be organised and managed, and which projects should be pursued, governance arrangements have been put in place, which include the establishment of a Programme Board, a Programme Support Office and a project management framework . The Terms of Reference for the Programme Board are attached as Appendix Two.

5.2   Crucial to the pursuit of projects, and therefore a coherent Programme of reviews, is a clear understanding of the criteria into which projects must fit, based on the Council's corporate objectives. These criteria are set out below:

a)   Organisational and service planning is sensitive to the **City's rich diversity in terms of its people** and places, its communities, (both geographical and of interest), and its neighbourhoods. It will seek to **balance the needs of these diverse interests** both in terms of the services delivered and how they should be accessed. This is likely to mean that some services are delivered to uniform standards where they meet requirements which are common to all citizens or users, and that others are tailored to the specific needs of communities and individuals.

b)   There is no fixed concept of the most appropriate delivery model for services preferring a **mixed economy approach** reflecting the contributions all sectors can make. These delivery options will be explored objectively to select the most appropriate.

c)   Opportunities will be explored to better integrate Council, (and partners'), services around communities, localities and neighbourhoods. This **'focus on the citizen'** will be applied to all services, in particular to test the extent to which provision

should be **driven by the centre or shaped by localities having regard for economy and effectiveness.**

d) Supporting individuals' independence is of key importance. Direct support will be available where appropriate, but the ultimate aim is to **'enable' independence**.

e) Services will be responsive and accessible recognising the needs of all through seeking to provide different and appropriate access routes for different services/customer groups. Different ways of accessing services will be explored, balancing the needs of individuals with the Council's requirement to deliver the twin aims of local effective service delivery and the economy that comes from **defining processes more clearly and making them more effective.**

f) **Services will represent value for money** and in particular maximise productive resources dedicated to 'front line' delivery of services and minimise associated overheads or indirect costs.

g) E**vidence-based policy and active demand management** will be applied to ensure that services and interaction with local people and partner organisations respond to local need.

h) The Local Strategic Partnership is a priority, and a central principle of how services are provided in the future will be to explore if they can be **delivered more effectively in partnership**. This is a challenging agenda but one that will increase in importance with changing legislative and inspection regimes.

i) When considering changes to service delivery and interaction with customers and citizens, there will be **consultation with key stakeholders,** including employees.

5.3 The process for commissioning individual projects is set out in the flow chart in Appendix Two. It comprises a 'Business Case gated process' which allows the Programme Board to approve review projects in a staged way, and thereby fully assess their viability before commissioning them. In summary the process steps are:

▪ The Council or PwC identify a potential 'candidate project' and set out a high level brief as a statement of requirements, (Gate 0 Project Brief).

▪ PwC produces a high level response, (Gate 1 Outline Business Case), as a proposal setting out how the project might be approached, potential benefits, risks etc. The purpose of the Gate 1 Outline Business Case is to provide the Programme Board with sufficient information to determine whether it wishes to 'commission' or progress projects. These Gate 1 Outline Business Cases will be succinct – typically 2-5 pages in length but will focus on the key areas for consideration.

▪ The Programme Board considers the Gate 1 Outline Business Case and either authorises it or refers it back for further development. Where the progression of the project as a Gate 2 Detailed Business Case is authorised, there will be a commitment to pay PwC for its development, either on a risk/reward basis or on a 'time and materials' basis.

▪ Should the Programme Board, for whatever reason, determine that the project will not proceed to implementation, PwC will be reimbursed for the development costs incurred.

- PwC prepares Gate 2 Detailed Business Case.

- Programme Board either approves Gate 2 Detailed Business Case or refers it for further work.

- Project is delivered.

- Project benefits are monitored to inform:

  - Programme portfolio of benefits realised

  - Reimbursement of PwC fees based on milestone payments and from benefits realised

6   The Value for Money Programme - Specific Reviews

6.1   The Programme Board has approved an indicative programme of reviews to be undertaken over the medium term, and this is attached as Appendix Four. This is a working document which has been compiled from the initial review programme outlined in the report to Cabinet in August 2007, as refined by the Programme Board following discussions between service Directors and PwC.

6.2   To date, the Programme Board has commissioned work to be done on seven reviews:

Procurement: PwC are supporting the Council in the development of a strategic Procurement function, both at the 'corporate centre' and within service Directorates, as well as ensuring that the benefits of improvements are realised. The Procurement review is being delivered in three phases. The first phase of the review (to agree strategic procurement principles and identify opportunities for cost reduction in specific purchasing categories) has commenced – and is due for early completion. The following two phases will identify and deliver quick wins, and roll out an agreed procurement strategy across the Council.

Services for Young People: This review is designed to establish clarity over the resourcing available to the Council from mainstream and external project funding and how best this might be configured to deliver the Council's key outcomes for young people. It will seek to identify efficiencies and service improvements through a review of the activities of managers and front line workers, (qualified and non-qualified), and the contribution of sessional workers to the way in which services are provided to maximise flexibility. It will also look at how the service might ensure the efficient capture, management and use of data to inform service planning and ensure effectiveness. In addition, the review will consider the approach to commissioning – and how this might be streamlined to maximise outcomes for young people in relation to available funding.

Support Services: The objectives of this review are to consider the potential for service improvements across the Council by reviewing end to end service transaction processes (from the customers' point of view), and also to examine the scope for improving the efficiency and effectiveness of support services across the Council – both 'professional services' (like Finance, HR, IT and Legal), and administration and service support – which will focus on processing and transactions, both with and without customer interaction.

Fees and Charges: The purpose of this review is to consider whether there are other opportunities for income generation by the Council from discretionary charging and/or

commercial activities. This will take into account areas where other local authorities levy fees and charges which the City Council has historically chosen not to do so.

Children's Transport: This review will take forward the internal review already undertaken on transport for looked after children and children with special educational needs to implement technical and operational improvements, and benchmark current service arrangements to establish best practice.

Debt Management and Income Collection: The purpose of this review is to assess how well the Council's debt collection is managed, making comparison with best practice models, and identifying options for service improvement.

VAT: The purpose of this review is to identify whether there are opportunities for the Council to reclaim overpaid VAT, as a result of re-interpretations of complex VAT legislation. This review will be conducted on a no gain/no fee basis, and is likely to result in one-off gains to the Council.

7 Future Progress

7.1 As previously mentioned, the purpose of the Partnership is to improve services to meet the changing needs of our customers, and the future demand for our services, whilst at the same time tackling their value for money.

7.2 In furtherance of this purpose, the Programme Board will continue to receive potential "candidate project" briefs (Gate 0) on a regular basis, (the Board meets on a six weekly cycle), and decide whether to commission outline Business Cases (Gate 1). These "candidate projects" will be drawn from the indicative Programme (recognising that this Programme will be reviewed and amended from time to time) and will be consistent with the criteria into which projects must fit, based on the Council's corporate objectives.

7.3 As projects are being developed, and moving through the gateways, the Programme Board will be gaining a greater understanding of the potential service benefits and cost reductions deliverable for each project. At the Gate 2 stage, the Programme Board will be deciding whether to move forward projects to implementation, based upon the Business Cases' options appraisal, and will do so in the knowledge of the expected costs, benefits and implications – the impact on service, customers and employees.

7.4 Some projects are likely to require the Council to consider changes to current policy – as indicated in the report to Cabinet in August 2007, and these will need to be considered by Cabinet.

7.5 In addition, the Programme Board will report to Cabinet and Scrutiny Board at regular intervals on Partnership progress generally. This report is the first of these progress reports. Over time, the Programme Board will consider progress alongside the Partnership Success Criteria.

8   Implications

	Implications (See below)	No 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		
Race Equality Scheme		
Risk Management		
Sustainable Development		
Trade Union Consultation	√	
Voluntary Sector – The Coventry Compact		

9   Financial Implications

9.1   The costs of the Value for Money Partnership, including PwC fees and the internal Programme Support Team, will be funded in the due course of time from the efficiency savings which it achieves.

9.2   However, Cabinet acknowledged at its meeting in August 2007 that it would be some time following the commencement of the Partnership before the flow of benefits began to arise, and as a consequence, agreed to establish an initial pump-priming fund by temporary transferring £0.7m from the Risk Management and Insurance Reserve. As savings and other cashable benefits are achieved, any sums taken from this fund will be re-paid. Much

of this expenditure will be of a one-off nature, whereas the majority of savings identified will be on-going.

9.3 The current commitments to PwC for projects arising from the work of the VfM Partnership over the period 2007/08 to 2009/10 are set out in the table below. The statement shows that the City Council has already committed £546,000 for PwC fees for service reviews.

9.4 In order for all these costs to be funded (and the pump-priming reserve of £0.7m to be repaid), the VfM Partnership Programme needs to realise cash releasing benefits/savings. At this stage in the life of the Programme, it is too early to identify the precise level of savings. Indicative target savings for the current reviews (which will need to be firmed up as work proceeds) are set out in the table below.

Project	Fee Commitment	Stage of Review	Full Year Ongoing Target Savings
	£000		£000
Fees and Charges	36	To Gate 2	1,000
Support Services	290	To Gate 2	1,500
Procurement	55	To Gate 2	300
Services for Young People	65	To Gate 2	300
Children's Transport	Not yet available	To Gate 1	Not yet available
Debt Mgt. and Income Collection	100	To Gate 1	100
Value Added Tax	No gain/no fee	To Gate 1	*350
TOTAL	**546**		**3,550**

* VAT savings are likely to be one-off rather than ongoing.

As reviews are progressed beyond gateway 2 to implementation, further fees may be payable to PwC, which have not yet been determined.

In addition, the City Council has incurred £40,000 in PwC fees for the establishment of the Programme Management Office (PMO), and will need to fund its own costs for the PMO once the reserve funding originally established for this purpose runs out, during 2008/09. The annual cost of the PMO is £300,000. It may also be necessary for the Council to incur additional internal costs in implementing reviews.

However, the scope for savings to be generated from reviews is significant, and the Programme Board anticipate a significant range of savings over the medium term being generated which will both pay for all the costs incurred and make a significant contribution to delivering a balanced budget, as part of the Medium Term Financial Strategy.

10 Best Value

10.1 The City Council is committed to delivering value for money through the improvement of the economy, efficiency and effectiveness of its services. The Value for Money Partnership has significantly increased the City Council's ability to undertake service reviews, in line with the Value for Money Strategy, to deliver service improvement and cost reduction.

11   Human Resources and Trade Union Consultation

11.1   Consultation will take place with employees and trades unions about any significant proposals to change the way services are delivered under the normal trades union/management liaison arrangements. The Partnership Programme of reviews will lead to changes in current service delivery arrangements and to a reduction in the overall number of employees. The Security of Employment Agreement will apply where appropriate.

12   Risk Management

12.1   The Programme in total, and specific projects within the Programme, will be subject to a number of key risks. Risk management arrangements are being put in place for both individual projects and the overall Programme, which are being monitored by Project teams and the Programme Board respectively.

13   Other Implications

13.1   The Partnership Programme of review work will have implications for many or most aspects of the City Council's services and activities. Business cases are being drawn up for each review project which will address all relevant implications.

14   Monitoring

14.1   Key milestones are being identified for both specific projects and the Programme as a whole. These will be monitored on an ongoing basis, by specific project managers and the Programme Manager, and a Highlight report will be presented to the Programme Board at each of its meetings.

15   Timescale and expected outcomes

15.1   The Programme has a life of 3-5 years. The outcomes which the Partnership has set for itself are identified in paragraph 4 above.

	Yes	No
Key Decision		√
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	**2nd April 2008**	
Council Consideration (if yes, date of Council meeting)		√

List of background papers

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Papers open to Public Inspection
Description of paper   **Location**
None

Critical Success Factors for the Value for Money Partnership

Internal

How is it evident that the Partnership is delivering outcomes which would not be achieved if it did not exist? New opportunities, options and ideas, how these are identified through analytical and evidence based approaches, how benefits are driven out where this has not succeeded in the past.

Governance - Is the commitment of the Council and PwC visible and evident at the leadership level?

For the Council - demonstrating clarity of focus and commitment at the project and Programme level including executive sponsorship, project leadership and ensuring that appropriate levels of resourcing are available.

For PwC - appropriate levels of input, direction and quality control from PwC Partners measured at the Programme and project level.

The mechanisms to support the governance and accountability of projects and the programme more generally have been established (the processes, meetings, reporting, arrangements etc) been delivered

Levels of compliance with key protocols and processes.

Are stakeholders managed effectively? Measured by feedback.

Is the communication plan a live document? Are key messages communicated effectively and understood? Measured by feedback on key processes and initiatives.

Financial

Do the fees charged by PwC and the internal Council team's costs represent VfM for the Council? Measured by the quantitative and qualitative outcomes agreed.

Are fees being charged in accordance with agreement reached?

Can the Council recognise the 'added value' of the Partnership?

Are the expected financial benefits being facilitated/enabled?

Is the Council being assisted in realising the level of benefit it requires to 'close the budget gap' and to sustain service improvement?

Customer

Has the partnership delivered against a range of qualitative customer related critical success factors and outcomes, including for example:

- the broad-based perception of the Partnership and PwC

- where relevant, citizen perceptions

- the perceptions of elected members?

Measured by perceptions across the Council and client satisfaction return outcomes/scores.

Learning

How have skills been transferred in both directions?

What has PwC learned from its relationship with Coventry and vice versa?

Are we co-creating a future and set of initiatives that neither could create alone?

At a simple level, this could be measured by a skills audit pre and post project delivery, or where PwC supports Council staff in attaining accredited training. At the Programme level, this could be measured against the extent to which 'joint teams' are led to a greater or lesser extent by the Council or by PwC. By the end of the Programme it is envisaged that the majority of project delivery will be led by the Council.

Terms of Reference for Programme Board

1. Manage the programme at the Member/Director level and drive the programme forward.

2. Agree overall strategy and oversee its implementation,

3. Agree on priorities and resource allocation,

4. Where appropriate, identify key projects which it wants the Partnership to pursue,

5. Approve business cases for specific projects in accordance with agreed criteria. (Project work will only be carried out after the establishment of clear business cases, which will set out costs and benefits),

6. Receive and act on regular Partnership monitoring reports to ensure the achievement of Partnership objectives,

7. Report to Cabinet at key milestones in the Programme and when review recommendations require a change of Council policy, and automatically refer these reports to Scrutiny Board 1.

8. Maintain control of the level of support and activity it is commissioning and be aware of how the Programme is performing.

Overall approach	Description	Appendix Three Notes

① Programme Board or PwC identify need / project – 'brief'
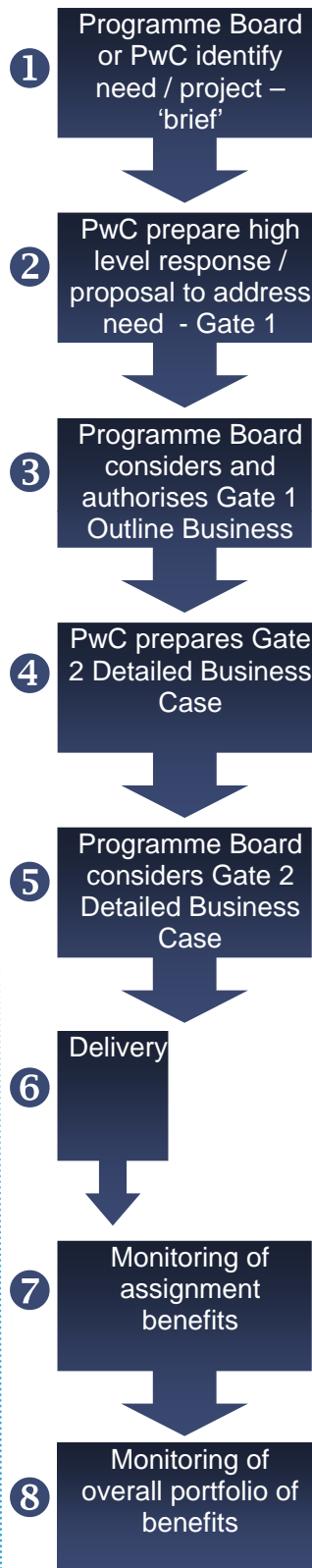
Some projects will stem from the overall programme and others as part of on-going review etc of the City Council's activity and priorities for improvement. Projects could be identified by the Programme Board or PwC. As part of the brief the overall aims, objectives, success criteria etc. would be set out. We will need to agree the issue of IP and the value in PwC's released IP – where ideas are fed into the Programme Board that provide or release IPR this needs to be recognised in our commercial agreement.

Generally, PwC will work with the City Council on a free of cost basis at this stage. However, we need to discuss issues around IP ownership.

② PwC prepare high level response / proposal to address need - Gate 1

PwC will prepare a high level response (Gate 1 Outline Business Case) to the brief covering, inter alia, what the approach to the project would be, the anticipated qualitative and quantitative benefits, any key assumptions, any dependencies, how success will be measured, investment required to fully specify the project, fees and risk and reward arrangements. We will develop a brief pro-forma for this purpose. The purpose of this document is to allow the Programme Board to consider whether there is a case for further work/investment.

Because of the lack of detailed base-lining of existing performance at this stage, the Outline Business Case will be high level – providing enough information to facilitate a decision to go ahead or not.

③ Programme Board considers and authorises Gate 1 Outline Business

Programme Board considers the proposal (and discusses it with PwC) to establish whether there is merit in progressing the opportunity to Gate 2 to generate qualitative or quantitative benefits. Options are GREEN – progress; RED – stop; or AMBER – further discussions needed. If GREEN, Programme Board commits to either the work going ahead If AMBER, PwC/Programme Board agree work needed and funding to develop the proposition further before a decision to proceed or not can be made. If RED no further action. Criteria to be agreed for the basis of cases submitted and how they are to be assessed reflecting, for example, strategic fit and contribution to the overall portfolio. This will include a limitation on the number of occasions an 'AMBER case will be resubmitted. At this stage we envisage that where PwC LEAD the development of Business Cases they may be paid for on agreed contingent basis. Also, however, that there may be instances where the Programme Board elects to take the lead in developing Business Cases whilst PwC support – where there would be reimbursement of PwC costs on a T&M basis.

Some simple projects may require no further investment. Agreement on treatment of IP required. Business Case acceptance criteria to be agreed such as fit with corporate objectives, investment required v. benefits realised, any reputational issues, vires etc.

④ PwC prepares Gate 2 Detailed Business Case

Gate 2 Detailed Business Case is prepared that sets out how the project will be delivered, assumptions, dependencies, fees and risk and reward arrangements. Schedule of anticipated benefits is populated – what they will be and how they will be measured. This will include 'acceptance criteria' for determining when milestones and benefits have been realised for the purpose of releasing PwC fees and other benefits attribution as required. In the case of output/outcome based fees, fees will be attributed to milestones and elements of benefit delivery. Accounting treatment for the measurement of performance and benefits and mechanisms for benefit realisation to be determined and set out.

Where the Detailed Business Case is not progressed, the City Council reimburses PwC costs on an open T&M basis. If progressed, first call on benefits realised is meeting PwC costs then allocation/fees as agreed.

⑤ Programme Board considers Gate 2 Detailed Business Case

Programme Board considers and approves Gate 2 Detailed Business Case or refers it back for further work. Any further PwC work required would be subject to the same fee arrangements as set out above at stage 3 and 4.

In addition to generic criteria (see stage 3) may require some specific criteria to be developed.

⑥ Delivery

PwC and Council officer team (to be agreed) delivers the project. Monitoring of key assumptions and dependencies. Report to Programme Board any variations and their impact. Usual monitoring arrangements through governance etc. PwC paid in accordance with agreed schedules (potentially later where dependant upon stage 7).

Joint working to be in accordance with agreed Charter or protocol which will be developed based on the principles set out in Appendix A of the Order for Services.

⑦ Monitoring of assignment benefits

Programme Management Office with support from PwC monitors benefits against those agreed at stages 2 and/or 4. Informs payment arrangements for this assignment. Fee assessment made based on anticipated and realised benefits and fees attributed to each benefit taking into account any business case costs that need to be deducted based on agreements reached at stages 3 and 5.

Benefits could be quantitative or qualitative. Realised versus realisable, for example for staff costs.

⑧ Monitoring of overall portfolio of benefits

Overall portfolio of benefits tracked to ensure the overall objective of a credit balance on the 'loan account' is satisfied. Need to agree how on-going benefits are dealt with – in some cases one-off costs will lead to recurring benefits and the necessary comparison needs to be clarified.

Overall benefits balance sheet to be developed.

Much of the above is written in the form of single projects but the reality is that the City Council and PwC are working to a portfolio approach where the overall benefits exceed the costs. Any assessment should therefore be undertaken in that context.

INDICATIVE REVIEW PROGRAMME

Reference	Scheme Description
	The Council's support services:
	Administrative Processes
CLYP1.1	Front and back office arrangements in CLYP - Review of support services within CLYP. This will be picked up as part of the wider review of support services.
CW1	Post and Fastprint service - Review of the current arrangements for the post and fastprint service to include an options appraisal of how it might be provided in the future. This is included within the scope of the wider review of Support Services.
	Interaction with customers
CLYP2	Automation of central processes in the CLYP administration offices. Considering how processes could be simplified/standardised, including delivered via Coventry Direct. To be included within the scope of the wider review of Support Services.
CC3	Migration of service access into contact centre. The wider review of support services includes consideration of 'an end to end' process managed through initial contact with Coventry Direct. This thinking needs to be expanded to develop a programme of services where initial contact, simple issue resolution, and where appropriate work scheduling etc is managed through the contact centre. This will require an extension to the agreed scope the wider review of support services.
CC5	Customer access improvements from the use of ICT. How customer access / responsiveness might become more efficient through application of technology.
CC7	Mobile working arrangements. Consider how mobile technologies might support improved responsiveness. For example hand held technology etc.
CC4	Customer access improvements from the use of the Council's property. Feasibility study of reconfiguring operational property - linked to organisational design and customer access strategy.
	Professional Advice
	Review of arrangements for the provision of Professional Advice in Finance, Legal, HR, ICT and Property
CC6	Organisational Design and Workforce Planning

	Other reviews
FIN4	Debt management: Collection of income from local taxpayers and customers of Council services
FIN4.1	Cash collection points - where and how? Options appraisal of alternatives to the way Council collects cash directly through cash offices etc.
FIN4.2	Debt management. Review of how debt is managed, both centrally and in Directorates. Establishing best practice approaches to debtors.
QW1	Procurement quick wins. Application of best practice approaches to procurement categories which can be implemented quickly and relatively easily. Mostly procurement categories which are managed centrally.
QW3	VAT arrangements. Any opportunities for Council to claim/improve VAT recovery.
QW8	Marketing across the Council. Review of dispersed marketing spend across the Council to consider whether there is any opportunity for it to be rationalised.

QW7	Alternative Ways of making Salary Payments. Consider whether there are opportunities to apply the monetary value of employee benefits as part of salary package. This creates the potential to reduce the Council's NI liability.
QW5	Financial effectiveness. Review of financial management practices.
CC2	Strategic procurement. Application of best practice to procurement practice across the Council.
QW2	Income generation. Review of current and potential areas of income generation to maximise revenue for the Council.
CLYP1.2	Middle office - Professional services in CLYP. Consider task design for Children's Services professionals to understand whether it is configured to new policy approaches. Change for Children etc. and that it is organised within the new integrated structure to maximise value for users.
CLYP4	Review of services for young people and how they can be provided to maximise value to the customer in the most efficient way.
Comm1	Library Service. Review of the library service. PwC have completed a number of reviews of library services which have applied demand management to staffing approaches, rationalising the back office, making best use of new technology and new ways of increasing footfall and generating income to diversify the library offering.
CW4	Commissioning of venues for Council training. Options appraisal of whether training venues are commissioned in the most efficient way.
CS2	Waste Collection Service. Review of current service compared to best practice.
CD3	Facilities Management. Review and options appraisal of approach to how the Council looks after its operational property from a hard fm, (property programme maintenance, responsive repairs etc) and soft fm, (cleaning, security, caretaking etc).
PPR1	Neighbourhood Wardens Service - the role of wardens. Options appraisal of opportunities to improve the effectiveness of the Neighbourhood Warden Service.
CS5	Fleet Management. Review and options appraisal of the way in which fleet services are managed and procured.
CS3	Street care. Review and options appraisal of the approach to street care and how/whether efficiency/effectiveness/value can be added in relation to industry best practice.
QW9	Sale of assets. Consider whether there is opportunity to leverage benefit from the sale of surplus assets taking into account issues such as the useability of capital receipts, impact on the local property market etc.
CD2	Commercial Property. Light touch review of commercial property management on a critical friend basis.
CLYP5	Integration of Advice Services - YOS, Youth Service & Connections
Comm2	Social Care. Consider whether there is opportunity to engage with existing/planned/potential improvement projects in adult social care.
CS6	Building cleaning. Consider as part of Facilities Management review.
FIN3.1	Revenues and Benefits Service Redesign. Existing work is underway to align revenues and benefits processes with new technologies/IT systems. It may be appropriate for PwC to be involved on a critical friend basis when the initial stages of work are complete.
FIN3.2	Revenues and Benefits Shared services. Existing work is underway to align revenues and benefits processes with new technologies/IT systems. It may be appropriate for PwC to be involved on a critical friend basis when the initial stages of work are complete.
CLYP3	Assist implementation of outcomes of Home to School transport review
CD1	Operational property.

	Operational property - facilities management
CD4	Car parking. Review of car parking charges and enforcement.
Comm5	Leisure procurement. Support procurement process for replacement leisure provider to succeed Trust which is being wound up.
CS7	Schools Facilities Management
CD5	Planning and Building control
CS4	Discretionary service provision within Environmental Health
Comm3	Social care charging
FIN1	Review of legal services
Comm4	Health - pooled funding
CS1	Waste disposal
CS8	Innovative community based models of parks management