Value for Money Partnership Charter

1. Introduction

The principles which establish how the Council and PwC will work together are set out in this document – the Partnership Charter. Both the Council and PwC acknowledge that effective joint working and strong governance arrangements will be crucial to the Council maximising the benefits of the Programme.

2. Partnership objectives

The Value for Money Partnership Board has approved the following objectives for the Partnership:

- specific service improvements to meet the changing needs of our customers, and the future demand for our services
- sustainable efficiencies and cost reductions to meet the financial challenges we face in key timescales
- ensuring that members and officers are benefiting from external challenge and experience from outside the authority
- transfer of skills to Council staff

3. Guiding principles for the selection and development of proposals under the Value for Money Partnership

The Value for Money Partnership Programme Board has developed an understanding of how the Council wishes to do business in the future. This will help shape projects to ensure they enjoy a good 'strategic fit' with the Council's corporate objectives. These guiding principles 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 access channels will be explored, balancing the needs of individuals with the Council's requirement to deliver the twin aims of both locally effective service delivery and the economy that comes from **defining processes more clearly and how they can be made 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 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.

4. Partnership success criteria

The Partnership Board has approved the following Partnership success criteria:

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 etc
- 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 Teams 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 such as 'Six Sigma'. 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 we would envisage that the majority of project delivery will be led by the Council.

The Programme Management Office (PMO) has developed a series of Key Performance Indicators (KPIs) as measures of the extent of partnership success which are being reported on at the Project level and will be reported on at the Programme level when reporting arrangements are fully mobilised.

The Project level KPIs are set out below.

Balanced Scorecard Heading	Partnership Success Criteria	Method of Measurement
Internal	Outcomes achieved through the Partnership which would not have otherwise been identified/realised	To be agreed by the Project Manager on a Project - by - Project basis
Internal	Governance	A Project Board is in place
Internal	Governance	75% of scheduled Project Board meetings have been held and been quorate
Internal	Governance	A Project Team is in place
Internal	Governance	At least 90% of scheduled Project Team meetings have been held and been quorate
Internal	Governance	Project Lead determines that PwC Quality Control is visible at the project level
Internal	Project controls and reporting arrangements are in place	At least 90% of checklists of mechanisms to support project accountability and reporting, etc are in place
Internal	Compliance with key protocols and processes	At least 90% of reports to the Project Board are completed on time
Internal	Compliance with key protocols and processes	At least 90% of reports to the Programme Office are completed on time
Internal	Stakeholder Management	Stakeholders are identified at the project outset
Internal	Stakeholder Management	Regular feedback is obtained on the clarity of communications with stakeholders
Financial	Project is being delivered within budget	Agreed by Programme Board or amended by change control
Financial	Qualitative outcomes identified by the project are being achieved	At least 90% of qualitative outcomes identified for the project are being achieved
Financial	Expected financial benefits are being facilitated / enabled	At least90% of expected financial benefits identified in the Gate 2 business case are enabled
Customer	Council project team are satisfied with the work of the PwC Project Team	PwC Client Satisfaction Survey Results
Learning	Skills Transfer	A skills transfer plan has been targeted at the project outset
Learning	Skills Transfer	Project Lead assessment of whether thee transfer has been delivered

Balanced Scorecard Heading	Partnership Success Criteria	Method of Measurement
Internal	Outcomes achieved through the Partnership which would not have otherwise been identified/realised	Programme Office to identify outcomes which have been identified / become realisable through Gate 2 Business Case development
Internal	Governance	At least 90% of scheduled Programme Board meetings have been held and been quorate
Internal	Governance	At least 90% of scheduled Supplier meetings have been held and been quorate
Internal	Programme controls and reporting arrangements are in place	At least 75% of Reporting format has been completed
Financial	Programme is being delivered within budget	Agreed by Programme Board or amended by change control
Financial	The expected financial benefits are being identified / facilitated / embedded	At least 90% of qualitative outcomes identified for the project are being achieved
Financial	Expected financial benefits are being facilitated / enabled	At least 90% of target financial benefits are being met
Financial	Qualitative outcomes identified for the projects are being achieved	At least 90% of Qualitative outcomes have been realised
Customer	The Council are satisfied with the overall performance of the PwC team	PwC Client Satisfaction Survey Results delivered via Supplier Forum
Learning	There is a growth of self reliance and capacity within the Council to deliver the Programme	xx% of Joint Teams are led by the Council for project delivery

5. **Benefits Management strategy**

The purpose of the Benefits Management Strategy is to ensure that the Partnership identifies clearly, monitors regularly, and delivers promptly, service improvements and/or cost reductions which are linked to the Council's strategic objectives; that the Council is committed to their delivery; and that responsibility for ownership of benefits realisation is clear and understood.

Benefits are identified through the development of Business Cases on a project by project basis, and are thus signed off by the Programme Board. Each benefit needs to be carefully described, and a methodology for measurement established, in a way which recognises the starting point (the base-line). The delivery of benefits is then tracked, project by project, and highlighted in reports to Project Boards and the Programme Board. Projects will consist of both financial and non-financial benefits.

6. **Programme Governance**

The **Programme Board** has overall responsibility for the Value for Money Programme. The overall aim of the Programme Board is to provide Programme leadership by developing, promoting and steering the strategic direction of the Value for Money Programme. Its responsibilities include:

- Defining overall strategy in accordance with the objectives of the Programme and the wider objectives of the Council, and oversees its implementation.

- Owning and adhering to the joint approach to Partnership Success, including the Partnership Critical Success Factors, as set out in the Partnership Charter.

- Prioritising individual projects within the Programme which it wants the Partnership to pursue.

- Meeting regularly to review Programme progress (milestone plan), costs incurred, benefits realisation and risks and issues.

- Reporting to Cabinet at key milestones in the Programme and when review recommendations require a change of Council policy.

- Ensuring that the Programme delivers a coherent and fully joined up/integrated vision across the Council supported by the Design Authority.

- Committing resources to enable benefits realisation.

- Approving new projects in accordance with the agreed "Business Case" commissioning process.

- Commissioning effective quality assurance for the programme

- Resolving any conflicts arising across the portfolio of projects.

- Introducing Standards, Tools & Processes (Milestone Plan, Highlight Reporting, Risk & Issue Management, Project Initiation, Change Control,

Stage Reviews etc) and ensuring these are fully adhered to within the Programme.

A **Programme Support Team** has been established to monitor and support the delivery of individual projects, advise the people leading those projects and ensure that the intended benefits are tracked and achieved. The principal activities of the Programme Support Team are:

- Coordinating, monitoring and reporting on the programme

- Meeting facilitation including monthly progress and governance

- Inter-project coordination

- Compiling and reacting to key performance indicators – including maintaining an ongoing record of benefits delivered

- Status reporting and contingency planning

- Risks and issues management

- Administering the project planning and reporting (including management of project dependencies and change control).

- Cost management and project resourcing.

In addition, the Programme Support Team will receive ideas from a wider group of Council employees who will be encouraged to identify savings opportunities as part of the scoping and development of service reviews. Its role will be to appraise these ideas and, where appropriate, add to the briefs for individual projects. (A series of project teams (with some common membership), would be responsible for managing individual projects and would report to the Programme Support Team).

The City Council and PwC have also agreed to create a **Design Authority,** to support the Programme Board in the co-ordination of the various projects within the Programme so that they are consistent with the Council's longer term plans for service improvement; an **Innovation Forum**, to work closely with the Programme Management Office to identify potential improvement opportunities – engaging a wider group of Council officers in the service improvement and cost reduction agenda; and a **Supplier Forum,** to provide an opportunity to consider how well the relationship between the City Council and PwC is working at the operational and transactional level. The VfM Champions Steering Group, which consists of the VfM Champions from each Directorate and the VfM team, is being expanded to include representatives from the Council's IT and Business Re-Design teams, and PwC, to perform the functions of Design Authority and Innovation Forum. The Chief Executive and Assistant Chief Executive are planning to meet bi-annually with the PwC Senior Partner and Partner to undertake the role of the Supplier Forum.

7. **Process of Commissioning Projects**

The Council and PwC are committed to working together to identify new projects and initiatives to be included in the VfM Partnership Programme, and to utilise the

criteria set down in paragraph 3 above to ensure they fit with the Council's strategic objectives. These new projects are being developed in a structured way, as described below, and set out in the flow diagram in Appendix 1. Each review will be subject to the business case methodology, with the Programme Board agreeing progression through the gateways. In addition, a Business Case checklist has been developed for the Partnership, and is attached at Appendix 2. This will be used to ensure that business cases prepared for the Programme Board's consideration are robust and comprehensive.

Business case development:

The process for commissioning individual projects through to implementation is summarised in the diagram opposite. It comprises a 'gated process' based on 'Business Cases' to allow the Programme Board to fully assess the viability of projects within the programme before commissioning them.

In summary the process steps in the commissioning process are:

a) The Programme Board or PwC identify a potential 'candidate project' and set out high level brief as a statement of requirements, (Gate 0 Project Brief). The purpose of the Project Brief is to set out at a high level the potential scope, critical success factors etc in sufficient detail for PwC to interpret the requirements into a Gateway 1 Business Case for consideration by the Programme Board.

Project Brief

Gate 1 Case

PwC and the Council work together to develop proposition at no cost

Gate 2 Case

Implement

Cost of project delivery reflects PwC and other investment costs

Evaluate

b) PwC produces a high level response, (Gate 1 Outline Business Case), as a proposal as to 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.

c) The Gate 1 Business Case will set out the approach to developing the Gate 2 Business Case which may require investment in time and/or resources, or require that propositions be worked up in more detail. In some instances it may be appropriate for the approach to developing the Gate 2 Business Case be set out as a series of iterative stages where some detailed investigation work outside of the scope of the Gate 1 Business Case will need to inform the more detailed options and planning for how the solution is to be determined and implemented. If this is the case this will be set out clearly in the approach and appropriate mechanisms for how initial stages are to be signed off within the Project governance arrangements/reporting back to the Programme Board.

d) The Programme Board considers the Gate 1 Outline Business Case and either authorises it or refers it back for further development. Where the Programme Board authorises the progression of the project as a Gate 2 Detailed Business Case, there will be a commitment to pay PwC for its
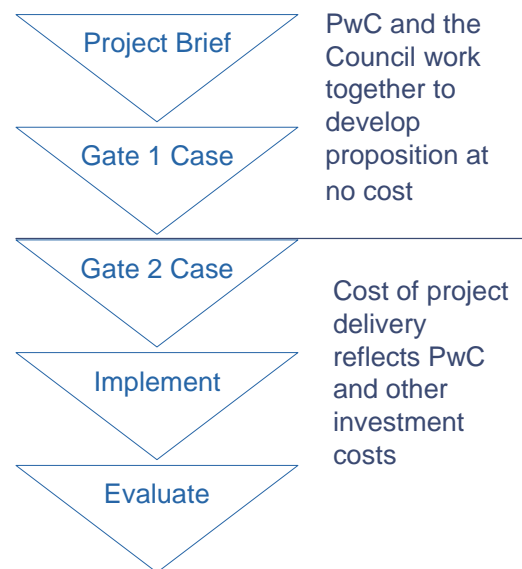
development. This cost and how it has been calculated will be set out on the Gate 1 Case.

e) Should the Programme Board for whatever reason determine that the project cannot proceed to implementation, the Council will reimburse PwC's costs in developing it.

f) PwC prepares Gate 2 Detailed Business Case.

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

h) Project is delivered.

8. Project Initiation

The Programme Management Office is taking advantage of the work done already by the Council on its Programme and Project Management toolkit to support the Programme, and specifically in preparing Project Initiation Documents (PID) to define each project and to provide a basis for effective project management.

The purpose of this PID is to:

- Set out the aims, objectives and products (or deliverables) of the project;

- Define the Project scope;

- Set out the Project activities, resources and responsibilities;

- Define the Project management structure and controls;

- Detail products, costs and time tolerances, acceptance criteria and project sign-off processes;

- Detail the business justification for the Project;

- Act as an updated specification for the Project and provide a baseline from which the Board can assess progress and apply change control;

- Ensure that all parties share a common understanding of the above issues;

- Act as formal agreement with respect to the commitment of resources, the effort that is required to complete the project and its outputs.

Once a PID is approved, any requested amendments will be subject to a change control procedure that must be sanctioned by the Programme Management Board.

Each PID is required to contain a project definition, project scope, the desired outcomes, roles and responsibilities, resource requirements, project management arrangements and a project plan, and to be monitored and updated during the life of the project.

9. Project Controls

The Programme Management Office applies project control standards to all projects in the Programme. These form part of the Programme governance arrangements. The Programme Board's Terms of Reference include the overall responsibility for the introduction of Standards, Tools and Processes, and ensuring they are fully adhered to within the Programme.

Managing risks and issues is an important component of successful Programme and project management. The City Council has recognised that objectives can be threatened by a range of risks, and has developed a framework for identifying, assessing and prioritising the management of these risks at both strategic and operational levels. A VfM Partnership Programme Risk Register has been established and is updated regularly and reported to the Programme Board. The Programme Management Office has responsibility to monitor and update the register on an ongoing basis and hold lead officers responsible for agreed improvement actions to manage the identified risks.

The Programme Management Office also has responsibility for the implementation of an issues management process to consistently and reliably identify, track and resolve issues in a timely and efficient manner, which would only be escalated to the Programme Board if resolutions cannot be found within the Council's management hierarchy.

The Programme Management Office is working with PwC to produce two standing files of information for the Programme Management Officer and Project Leads respectively, which will set out the project management arrangements required to be followed by the Partnership.

10. Project and Programme Reporting

The principal roles of the Programme Office are to provide the Programme Steering Board with the accurate, relevant and timely information that they require to direct the VfM Programme and support individual project teams, ensuring that they undertake their responsibilities for completing accurate project summary reports.

The Programme Office prepares progress reports for each meeting of the Programme Board, which ser out for the Programme as a whole, and for individual projects within the Programme:

  a) costs and savings

  b) benefits realisation – progress towards achievement of financial and non-financial benefits

  c) delivery of Partnership success criteria

  d) management of risks and issues

  e) overall health of the Programme

The Programme Management Office is working to deliver reports to the Board which are clear, simple and focus on both financial and non-financial measures of Programme activity, in a way which enables the Board to recognise both

successful performance and also where action needs to be taken to get the Programme back on track.

The Programme Management Office is working towards a 6 weekly reporting cycle – in which project leads provide a bi-weekly update on project progress, management of risks and issues, and achievement of project milestones, and the Programme Management Office consolidates the latest progress for all projects to the Programme Board in line with its 6- weekly meeting cycle.

11. Communication

A Communications Strategy has been developed and approved by the Programme Board. The purpose of the Strategy is to:

- explain to staff, councillors, unions and customers the importance of adopting a Partnership approach in order to deliver value for money for taxpayers

- explain the role of the VFM Partnership in identifying ways of delivering value for money

- improve understanding of the VFM Partnership, its crucial role in providing value for money solutions to financial challenges facing the Council and reassure staff about the role of PWC in working with council services to identify VFM solutions

- ensure a robust approach to further communications as the Partnership is developed and implemented.

- ensure that all materials produced as part of the Strategy represent good value for money, using e-communications where possible, and make sure that there is clear rationale for producing all communications products prior to them being commissioned.

The Strategy requires communication plans to be prepared for all projects, identifying key stakeholders and making provision for their contributions to be taken into account, and at the same time, for there to be a channel for the key Programme messages of interest to be communicated to relevant groups.

12. The Partnership Programme

The Cabinet report dated 28 August 2007 which confirmed PricewaterhouseCoopers as the Council's Partner in its Value for Money Partnership set out an indicative programme of work at a high level, which had been based upon initial discussions with some members of Management Board. Following further discussions with Members and Officers, PwC input from projects undertaken in other authorities, including "quick wins", the Programme has been further developed.

Attached as Appendix Three is the current Partnership indicative review Programme. It will obviously be amended over time to reflect new information, service developments and other factors.
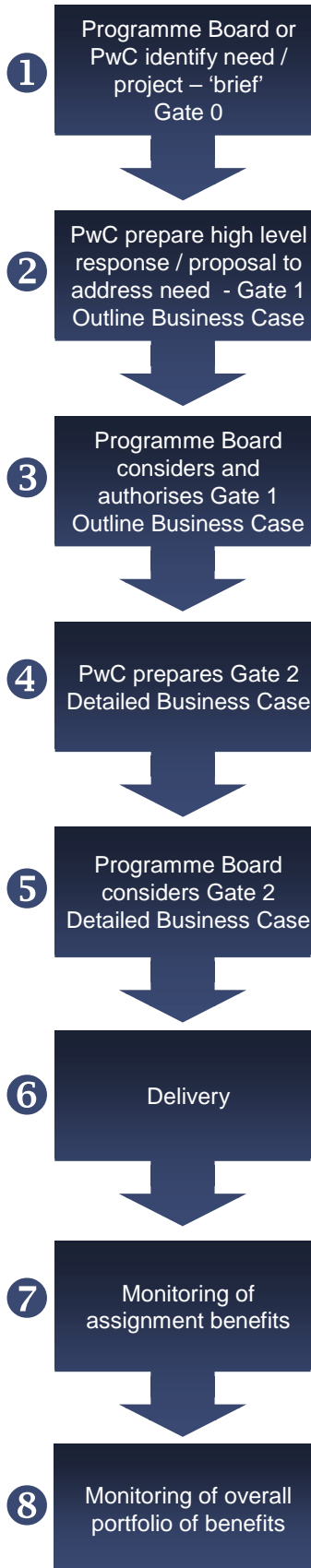
Overall approach	Description	Appendix 1 Notes
❶ Programme Board or PwC identify need / project – 'brief' Gate 0	Some projects will stem from the overall programme and others as part of on-going review etc of the City Council's activity and priorities for improvement. Projects could be identified by the 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.
❷ PwC prepare high level response / proposal to address need - Gate 1 Outline Business Case	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.
❸ Programme Board considers and authorises Gate 1 Outline Business Case	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.
❹ 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.
❺ 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.
❻ 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.
❼ 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.
❽ 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.

Value for Money Partnership Programme
Business Case Checklist for Projects

Checklist Question
Strategic Fit
Is there a clear understanding of the Councils objectives and how the review project will contribute to their delivery?
Have the critical success factors for the project been clearly stated?
Have all stakeholders been identified and their needs understood?
Costs and Benefits/Affordability
Are the costs of undertaking the review project clear?
Can the review project be funded within the Programme resources?
Are the qualitative and quantitative benefits clear?
Is there a robust delivery plan for the realisation of the benefits?
Options Appraisal
Is the Value for Money Partnership the appropriate vehicle for moving forward the review project?
Achievability
Have legal and regulatory issues been considered?
Has the reasonableness of timescales and scale of project been considered?
Have wider dependencies (e.g. other Council programmes and projects) been taken into account?
Has consideration been given to the level of skills and resources required to undertake the project and how these will be obtained (e.g. training, external advice)?
Is there a clear statement of the implementation implications – for example, impact on service users, staff, other services, partners?
Risk Management
Have key risks been identified and scored?
Is the action plan for mitigating the risks clear, robust and capable of implementation?

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, 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.
QW4	Insurance. Review of the indirect cost of insurance and how risk profiles etc can be mitigated to reduce the overall cost of insurance.

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	Salary sacrifice. 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 retail thinking 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.
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	Legacy work on 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

Document Approval and Change History

APPROVALS		
Role:	Name:	Signature and Date:
PMO Manager	David Parfitt	

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0.1	23-11-07	First draft	Michaela Mueller
0.2	14-02-08	Draft to Programme Board	Mike Coult