Coventry City Council

5
Briefing Note

Report to
Scrutiny Co-ordination Committee   6th April 2011

Report of
Assistant Chief Executive

Transformation Programme – Partnership Progress Report

1   Purpose of the Report

1.1   This report provides a further update for Members on the progress made in delivering the Council's abc Transformation Programme. The last report to you was presented on 8th December 2010, and since that time a series of briefings have been organised, chaired by Cllr Lucas, on individual service reviews. In addition, Scrutiny Co-ordination Committee has been briefed on the way that reviews are monitored, and has considered a draft framework for assessing risk, both of which are considered in this progress report.

2   Recommendations

The Scrutiny Co-ordination Committee is asked to:

a) note the progress that has been made since the last report,

b) consider whether there are any issues which it wants to refer to the Cabinet Member (Strategic Finance and Resources).

3   Background

3.1   Members of Scrutiny Co-ordination Committee will be aware that the VfM Partnership with PricewaterhouseCoopers was established in October 2007, to achieve the following outcomes for the Council:

- 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,

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

- give staff the opportunity to learn new skills.

3.2 Members are also aware that the Council's Transformation Programme was launched in June 2009, responding to the new challenges faced by the whole of the public sector, and building on the former VfM Partnership Programme launched in October 2007.

4 Progress in undertaking Fundamental Service Reviews

4.1 Since 2007, a number of VfM reviews have been undertaken and completed, and a new programme of fundamental service reviews have been set up. A summary of progress on fundamental service reviews is set out below.

COMPLETED REVIEWS

4.2 A number of reviews were begun before the abc Programme was launched, as part of the Council's Value for Money initiative. They were commenced under the former VfM Partnership Programme and were completed prior to the development of the fundamental service review methodology. They are summarised in Appendix One.

YEAR ONE REVIEWS (commenced in 2009)

4.3 **Personalisation:** The purpose of the programme is to fundamentally transform the way adult social care is delivered across the city, enabling every adult to have the opportunity to express their individual choices and aspirations. The programme is aimed at achieving the objectives of 'Putting People First', as outlined by the Department of Health in December 2007, and will result in changes to systems and processes, cultural change for staff and citizens, and efficient, cost-effective services that maximise the use of Council resources.

The Personalisation Programme is made up of five core workstreams and two supporting functions, as follows:

- Financial Modelling workstream
- Developing the Market workstream
- ASPIRE (Assessments, Support Plans, Interventions and Reviews) workstream
- Developing the Workforce workstream
- Business Solutions workstream
- Communication and Stakeholder Engagement function
- Performance Management function

Adult Social Care has been leading initiatives to promote independence for several years. These have laid good foundations for the continuation of the Personalisation Programme. The Programme is now building on these and significantly increasing the level of activity to deliver the transformation required in what is a challenging and uncertain financial environment. Coventry's Promoting Independence Framework (PIF) has been developed and is being implemented to deliver our vision for Adult Social Care.

Plans are being developed to deliver at least £2.7m of efficiencies, (of which £0.54m is included in existing Budget Plans). These plans include –

- reducing the average personal budget allocation (spend per person)
- more cost effective commissioning (including re-tendering)

- reviewing internally provided services and ensuring cost effectiveness
- greater use of universal and targeted services
- greater focus on prevention services and enablement services – short term services to reduce or delay on-going levels of support and dependence
- appropriate joint working with health to deliver efficiencies across the whole social care and health system
- increase contributions (by improving recovery rates and changing the charging policy)

4.4 **Administration and Business Support (ABSS)**: Members received a briefing on the ABSS review on 16th February and will be aware that the design principles for the new administration and business support service include:

- The creation of one administration division for the Council, delivering fairly and consistently

- The creation of a career pathway structure

- The simplification and standardisation of processes and ICT

- The reduction of job families to create fairness and flexibility

- The maximisation of team sizes and the use of consistent ways of working

- The promotion of self-service – making the right way the easy way

The review team is in the process of reviewing the model in the light of comments and suggestions made during the consultation process and working closely with Directorates so they understand the implications of any changes. Revisions to the model will be shared with Trades Unions, who have been involved throughout the review, and they are being asked to provide their formal response as part of the ongoing consultation process. During March the project team will consult with the Trades Unions on the detailed implementation processes including appointment to roles, matching to posts, and any reductions.

4.5 **Grounds Maintenance and Street Cleansing**: this service was the first to put into practice the Council's fundamental service review methodology and an integrated grounds maintenance and street cleansing service was implemented during 2010-11. Current feedback from inspection is that service standards have been maintained, whilst savings have been delivered. A post implementation review is being undertaken to assess how well the new service model is working and to learn any lessons for future reviews, which will be reported to Members.

4.6 **Financial Management:** This is a review of the way the Council manages its finances to make sure that the right financial systems, processes and future investment are in place to help perform the financial management role effectively and efficiently. It is looking not only at the Financial Management Division, but also all financial activity across the City Council. The Project Team is now working on the first phase of the detailed design stage of the review. It is redesigning the most commonly used finance processes including budgeting and forecasting, procurement and accounting for grants; it is reviewing the management of some of the Council's major contracts, and is also looking at potential

future organisational structures to support the finance activity for the Council in the future. A further feature of this phase of the review is the development of a plan of the work needed to ensure that the Financial Information Systems are fit to support the new ways of working. This phase of the project is expected to run until the end of April.

4.7 **Commercial Waste:** This review has focused on the Council's bulk bin, clinical waste, and skip services, and the waste transfer station. The review recommended that the service continued to be provided in-house with a new delivery model which includes some cost reductions, and also growth in the level of income generated. The implementation of these recommendations is almost completed.

4.8 **Corporate Transport:** This review is looking across the whole of the Council's transport and plant requirements to assess the opportunities for more efficient and effective working. Members were briefed in January on the three work-streams which are being pursued:

a) reviewing how best the Council's transport fleet (excluding passenger transport) should be organised and managed, and whether a single transport unit should be set up to co-ordinate transport needs. Work is ongoing to deliver financial quick wins, to establish a Council fleet usage and hire policy, which will form the backbone of a centralised fleet function, and to consider what opportunities exist for joint working with other authorities;

b) reviewing the Council's passenger transport needs, and considering how best transport for children and adults and older people might best be delivered in the future. Officers are in the process of preparing an options paper to consider how we might take a strategic approach across CLYP and Community Services; and

c) reviewing the Council's "grey fleet" - mileage in employee-owned vehicles, and car parking. Detailed proposals are being drawn-up for consideration.

4.9 **Catering**: This review is seeking to identify a long term vision for the catering service, which encompasses all aspects of catering across the Council – schools, corporate, and commercial. The review aims to ensure that the Council receives excellent value with regard to the food and goods it purchases as well as identifying how we can best use resources in order to operate a flexible service. Over the last few months, the project team has gathered and discussed feedback on the service from staff, head teachers, pupils, parents and customers of St Mary's Guildhall. Based on the evidence gathered, a detailed design of the new service has now been completed, and implementation of the new service has now started. The Target Operating Model (TOM) has been designed in two parts, one for Primary, Special & Secondary Schools and one for Corporate and Commercial Catering and Venue Management.

These parts have been designed to reflect the value and importance of the customer perspective – head teachers, parents and children for schools; and internal and external customers for Corporate and Commercial Catering and Venue Management.

The proposed new service will:

For the Schools Catering Function -
- Streamline and enhance relationships with individual schools

- Enable the management of individual school kitchens
- Improve quality and consistency across school meals
- Simplify and streamline admin and financial systems across the whole catering service,

For the Corporate and Commercial Catering and Venue Management -
- establish commercial principles in the management of the business unit
- Provide dedicated marketing resource for the corporate and commercial venue
- Ensure a clear venue management strategy for the corporate and commercial venue to enable income maximisation
- Work with finance and other support services to put in place systems and processes required to provide accurate and current management information.

4.10 **Operational Property**: The "Our Space" project is reviewing the Council's use of office workspace to identify how to improve customer access, optimise service delivery and generate revenue and capital benefits from the rationalisation of the current office portfolio. The offices we work in are key to an efficient business and an important influence on public confidence and this review is looking at Council offices - from the large central buildings to the small district offices, to determine the best model for the future. Large scale investment is not possible in the current economic climate, and officers are continuing to look for smaller scale opportunities to improve efficiency. In addition, the management of meeting rooms across the Council is progressing – a new method for booking rooms will be launched in April which will make it easier to find internal rooms to hold meetings.

4.11 **Facilities Management:** The review's initial overall aim was to define and implement a new method of delivering facilities management – building cleaning and building maintenance, which take into account proposals for office workspace which are also part of the Transformation Programme. The building cleaning work-stream has finalised the proposals for changes to service delivery and consultation with staff and trades unions has taken place. The proposals include more flexible approaches to cleaning with less prescriptive specifications, and fewer waste bins in offices, resulting in a reduction in overall cleaning hours in Council offices and operational buildings. The building maintenance work-stream has paused whilst consideration is given to the opportunities available to improve the in-house service delivery.

4.12 **Customer First**: This review incorporates an ongoing programme of work to "migrate" the front office (customer contact) part of the Council's services to the Contact Centre. Council Tax is going to be the next service to move its enquiries to the Contact Centre. The service is due to go live in the summer and customer advisors in the Contact Centre are due to receive comprehensive training to deal with council tax enquiries. In addition, documenting the service processes for Building Control and Environmental health has been completed, and work is progressing on understanding the technical requirements for migration.

4.13 **Printing and Paper:** This project is seeking to consolidate the Council's two print facilities, reviewing the way we provide postal deliveries and collections across the Council, exploring how we can improve the procurement of print across the organisation and provide a more efficient and effective solution to our print and design work. The service team is arranging to host an open event at its base in Lythalls Lane at the end of

March as part of a re-launch of the service. The event will be targeting Council stakeholders who regularly use the service and will be aiming to demonstrate the new software being used and to explain processes for contacting the service. A new brand is also being developed for the service following work with some of the service staff. It is hoped to incorporate the new branding to promote the open day.

4.14 **ICT:** The primary purposes of this review are to position ICT as an enabler of business/service delivery and is fundamental to the objectives of the Transformation Programme, reducing costs and improving performance and customer satisfaction. The review is at the last stage of implementation. Consultation with staff on the final implementation phase is completed, and the service is now moving forward to go live on 1st April. There has been an increased focus on training in recent weeks to ensure that all employees are able to deliver an effective and efficient service response to the Council going forward. After go live, the service will be going through a period of bedding in new procedures and processes as it takes responsibility for activities previously provided by Serco and Directorates.

4.15 **Customer Management:** Services across the Council are starting to collect information on how, when, where and why their customers get in touch. From 10 January approximately 30 services started collecting information for up to four weeks that will help develop a consistent, efficient and cost-effective model for how customers should be able to access our services in the future – whether by face to face, phone, letter, text or on-line. As well as collating information directly from services, the review team has met with managers to understand more about their services and customers. The team is also working with Corporate Research to ask customers about how they would prefer to contact the Council to access services. More than 200 ideas for improvements to the customer journey were identified at a series of briefing sessions. These were presented to the Transformation Programme Delivery Board on 13 January for prioritisation for implementation.

4.16 **Culture Change:** When the abc Programme was launched, it was recognised that a culture change programme would be required, which would underline fundamental service reviews and create an organisation which was resilient in the face of change and would support long term sustainability of organisational transformation. Following on from the development of the "Coventry Manager", which codifies what the Council expects from its managers, and the new appraisal system, a leadership framework for managers has been developed. Warwick Business School has completed its Council staff research survey and the results are now being compiled for presentation to participants in the coming weeks. An A to Z communications toolkit is also near completion to signpost managers to a range of communications support available to them especially to help them work with staff during the testing months ahead. The toolkit explains about a range of support that both the communications team and workforce development can provide. In addition, "Meeting the Challenge" briefings for managers are continuing.

YEAR TWO REVIEWS (commenced in 2010)

4.17 **Waste Services**: Having completed the baseline work, the review has been taken out of the abc Programme FSR process, and a series of service improvement projects will be delivered, which will be led by City Services and Development Directorate.

4.18 **Public Safety**: The Community Safety and Public Protection services are being reviewed to identify what level and type of activities should be delivered by the Council, and what opportunities there are to meet customer needs and reduce duplication and cost. Having undertaken the baseline and considered how the service should look in the future, the project team is working on the preparation of the case for change – looking at how best the service might be delivered going forward. Options for service delivery are being explored, including the potential for a co-located Police and Council community safety team.

4.19 **Daycare in Children's Centres**: An abc review is underway looking at council run day care services, including those provided in Middle Ride, The Barley Lea, Canley, Tile Hill, Radford, Foleshill, Hillfields, Stoke Heath, Moat House and Bell Green Children's Centres. The review is an opportunity to review the way we deliver our services, fulfil our duties to ensure sufficient child care provision in the City – in the current economic climate and challenges the whole Council faces – and save money. Each centre involved in the review has been collecting information about their service – capacity, parent/child profiles and costs. As part of the review parents have been asked why they choose to send their child to that nursery and what improvements/changes they would make, and the results are being collated.

4.20 **Housing Services**: This review has a broad remit and is focusing on the five main areas of Private Sector Housing, Housing Strategy, Housing Options, Asylum Seekers Support and Business Support. The Review Team has reviewed the current work and challenges facing the housing service and has explored what opportunities exist to increase efficiency and effectiveness. The project team is now preparing the case for change report which will set out options for future service delivery, and is visiting other authorities to see how they deliver housing services.

4.21 **Culture, Leisure, Sport and Libraries**: This review covers: libraries and information service; parks and open spaces; sports; arts and heritage; and the adult education service, so there is a wealth of information that has been gathered and checked by the project team. This review is now being taken forward as a service improvement programme in order to progress specific work-streams separately within the Council, and allow officers within the individual service areas to focus on the delivery of the £600,000 of identified savings, and manage the impact of grant fall out.

4.22 **Management Restructuring**: The aim of the review is to create an improved management structure, in order to meet the needs of the Council going forward. Work is now taking place throughout Directorates to roll out and implement new structures, as the consultation period for employees affected by the management restructuring proposals ended in February. It is expected that around 111 management posts will go - in 46 of these posts managers have applied for VR/ER and 19 of the posts are already vacant. The review is expected to save around £1.2m a year from 2012/13, with £5m annually in the medium term, some of which are reflected in other abc reviews.

4.23 **Schools Improvement Services:** The purpose of this review is to determine the future structure, function and delivery model of the School Improvement Service, building on the principles of strong local partnership and collaborative working between the Council and schools. Following the announcement of the national grant fallout impacting on

school improvement, it is now necessary to manage the redesign of the service as part of the CLYP Directorate restructuring, and will be reported as part of that broader process.

5   PwC Fees and Council Savings arising from Current Partnership Projects

5.1   The table below sets out the current forecasts of PwC fees and target savings for current projects.

Projects in Progress	Fees Committed	Ongoing Savings Target	Comments
	£000	£000	
Building Control	13	N/A	Review undertaken to enable service to manage within income target
Personalisation	25	2,700	Initial savings deducted from 2010-11 budget – further savings anticipated in by 2011-12
Admin and Business Support	618	2,300	Business case anticipates full year savings by 2012-13
Grounds Maintenance and Street Cleansing	309	470	On target to achieve full year savings in 2011-12
Financial Management	169	2,025	Design work is being phased – implementation pathway and costs will be reviewed at the end of phase one
Commercial Waste	N/A	420	Forecast savings by 2011-12
Corporate Transport	207	300	Revised business case anticipates full year saving by 2011-12
Catering	201	1,385	Savings from school meals and commercial/corporate catering forecast to be delivered by 2013-14
Operational Property	326	200	Saving deducted from 2010-11 budget; further savings dependent on future office accommodation changes
Facilities Management	179	490	Revised business case anticipates full year savings by 2011-12
Customer First	461	N/A	This project is developing the front office so that back office savings can be delivered in Directorates
Printing and Paper	14	660	Business case identifies savings by 2012-13
ICT	2,423	5,000	Forecast savings to be delivered by 2013-14
Customer Management	N/A	N/A	This project is developing the front office so that back office savings can be delivered in

Projects in Progress	Fees Committed	Ongoing Savings Target	Comments
			Directorates
Public Safety	N/A	300	Review at design stage
Day Care in Children's Services	N/A	1,000	Review at design stage
Housing	N/A	400	Review at design stage
Culture, Leisure, Sports and Libraries	N/A	600	Review is now service improvement programme with full year savings expected in 2012-13
Management Restructuring	33	1,000	Budgets are being reduced to reflect management and supervisory posts no longer required
TOTAL	**4,978**	**19,250**	

NOTE:
Fees paid to PwC, as set out above, have been based upon the terms of the Financial Advisory Framework Contract, and are paid for leading on the project management of reviews, and also on the delivery of service expertise. The Council's approach to the engagement of PwC has changed. Not included in the table above are PwC fees to support our Programme needs going forward. Fees will only be incurred as days are called on to support the Council in developing and/or implementing projects. This is in recognition of the changing nature of the relationship with PwC, as the Council is now able to undertake more of the "Review" and "Implementation" of projects with its own staff, and seek support from PwC only for specific service or project management expertise. The cost of such support in 2010-11 will be of the order of £300,000. Only for major new reviews is there an expectation that PwC will be asked to provide support throughout the whole life of a review, and in these cases, a risk and reward approach will be adopted.

The Council has recently retendered the Financial Advisory Framework Contract. PwC performed very strongly during the selection process for this contract and will continue to be a framework partner, together with two other competent consultancy firms. The Council has achieved additional value as a consequence of the re-tender.

6   Other Implications

Programme Management

6.1   Attached as Appendix Two is the summary of project progress, which shows how each of the current reviews is delivering against the major project milestones.

Finance

6.2   Members will be aware that the over-riding financial principle for the Strategic Partnership with PwC is that its costs are funded in the due course of time from the efficiency savings which it achieves. As most of the savings delivered are ongoing, whereas the fees paid to PwC are once-off, savings are available to contribute to

balancing the Council's budget. As the financial table in paragraph 5 above demonstrates, significant ongoing savings are included in the Council's financial plans. These financial plans also anticipate that further savings will be delivered by the Transformation Programme over the coming years, which will both pay for the costs incurred and make a significant contribution to delivering a balanced budget. The level of ongoing savings being forecast for the projects in progress greatly exceeds the once off PwC fees to be paid - £5m fees supports the unlocking of £19m of savings.

<u>Best Value</u>

6.3   The City Council is committed to delivering value for money through the improvement of the economy, efficiency and effectiveness of its services. The proposal to appoint a Partner increased the Council's capacity to undertake service reviews in ways which are consistent with the Council's Value for Money Strategy, and which are delivering service improvement and cost reduction. The Transformation Programme is a major step forward in the Council's ambition to improve customer access, improve service delivery and reduce costs.

<u>Human Resources</u>

6.4   Full consultation is taking place on current reviews, and will take place on future reviews, with employees about any service change issues and the Security of Employment Agreement will apply where appropriate.

<u>Trade Union Consultation</u>

6.5   Full consultation is taking place on current reviews, and will take place on future reviews, with trade unions about any service change issues and the Security of Employment Agreement will apply where appropriate.

<u>Risk Management</u>

6.6   The Programme in total, and specific projects within the Programme, are subject to a number of key risks, which are being managed. Risk management arrangements are in place, and risks are regularly monitored. Scrutiny Co-ordination Committee received a draft risk assessment for the Programme, based upon four categories of risk of interest to Members, at its meeting on 9th February – this has been updated and is included at Appendix Three.

List of background papers

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Papers open to Public Inspection
Description of paper   Location
 NONE

Completed Projects

Projects Completed	Total PwC Fees Paid £000	Savings taken from budgets £000	Comments
Fees and Charges	20	1,028	• Additional income included in 2009-10 budget
Procurement	56	827	• Savings taken from 2009-10 budget (quick wins) and 2010-11 budget
Operational/Support Services – a pilot review of the front office/back office arrangements in City Services, and a Council wide analysis of front office/back office activities	248	326	• End to end review savings in 2009-10 budget
Value Added Tax	358	N/A	• £2.309m repaid to date, or £1.951m net of PwC fees
Debt Management and Income Collection	105	200	• Savings deducted from 2009-10 and 2010-11budgets
Children's Transport	88	0	• Cost reductions of £250,000 anticipated from 2010-11 to reduce budget pressure
Services for Young People	67	360	• Savings deducted from 2009-10 budget
Human Resources	0	350	• Savings of £200,000 were delivered from phase 1 of implementation with a further £150,000 from 2010-11
TOTAL	**942**	**3,091**	

	Stages of Fundamental Service Review methodology			
	Assess	**Design**	**Construct**	**Go Live**
	Where are we now?	Where do we want to be?	What will it look like?	Implementing the change
Milestone reports:	Baseline ◆	New Way of Working ◆ Case for Change ●	Detailed Design ✱	Implementation Plan ✸

2011

Year 1 Reviews	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
A08 Personalisation												➔ May 12
A09 ABSS				✱	✱							➔ March 12
A13 Money Matters	Phase 1					Phase 2		✱				➔ June 12
A14 Commercial Waste												
A18 Food for Thought	✱											
A19 Our Space (cleaning)	✱											
A22 Customer 1st												
A24 i-Cov												
Year 2 Reviews												
A25 Customer Management			◆	◆	●							
A27 All Change												➔ March 13
A30 Public Safety				●								
A31 Day Care Children's Centres					●						✱	➔
A33 Housing				●								
A38 Schools Improvement		◆	●	✱	✱							
						Year 3 reviews - yet to be agreed (indicative timeline)						➔ Aug 12
	5	8	8	8	7	6+	6+	5+	6+	4+	4+	4+
	Number of reviews/projects in implementation stage											

Analysis of Project Risk

As indicated in paragraph 6.6 of the main report, all projects have risk registers which identify risks and mitigating actions, which are reviewed, managed and updated regularly by project boards as part of their normal business. The table below is not repeating these project registers. This Appendix is designed to summarise for Members at a very high level, the kinds of risks that are being managed in relation to acceptability, implementation, benefits realisation and reputation. The colour coding used in the table refers to the scale/significance of the risk being managed, to help Scrutiny Co-ordination Committee think about which reviews it might want to receive more information, as part of its work programme, including future Member briefings.

Review	Acceptability	Implementation	Benefits Realisation	Reputational
Personalisation	The service changes, designed to give service users greater choice and control, will require difficult and possibly unpalatable decisions to be made to balance the aspirations of Personalisation with budget management at a time of demographic growth.	The scale of change is significant and there will be a need to ensure that implementation of new ways of working does not put service users at risk.	Delivery of savings is well managed and on target	Any potential for incorrect payments and charges to providers and customers following implementation of new system needs to be minimised.
Admin and Business Support	Transformational new model of delivery will take time to embed	Impact on employees and elected Members, and need for new ICT and accommodation	Both implementation costs and target savings are subject to some uncertainty until final numbers can be confirmed and implementation proceeds	Implementation needs to be carefully managed to reduce any potential impact on customers
Financial Management	Transformational new model of delivery will take time to embed	New service model is dependent upon ICT changes.	The review anticipates a significant target saving which will affect all Directorates.	Implementation needs to be carefully managed to reduce any potential impact on customers

Review	Acceptability	Implementation	Benefits Realisation	Reputational
Commercial Waste	Current service delivery model is continuing	Upgrade is required to service ICT system which needs further work to link to front office.\n\nProposed increases to turnover require marketing resources not yet permanently available	New income targets not yet delivered as a result of lack of sufficient marketing resource and unforeseen financial pressures i.e increase in fuel costs.	Current service delivery model is accepted
Corporate Transport	Both the passenger transport and grey fleet work-streams are exploring options that may require decisions about new ways of working	No known major issues	Benefits and savings are not difficult to achieve if proposals prove acceptable	No major reputational issues at stake
Catering	Changes to service structure, and service delivery model for corporate catering, will require careful management	The implementation timetable is tight and the risk of issues emerging to delay progress is real	Major portion of savings are predicated on increasing school meals take up, which will need to be carefully monitored and managed	There is a need to avoid disruption during implementation of school meals changes which could impact on take up
Facilities Management	Changes to service structure are significant – implementation in progress	No known major issues	Savings are shown to be deliverable	Pilot schemes have demonstrated deliverability of new service model
Customer First	There is a recognition across the Customer First programme of the need to	Changes in project team staffing are having to be managed	Service improvements are being demonstrated as services migrate customer	Back office alignment needs to be managed as front office migration takes

Review	Acceptability	Implementation	Benefits Realisation	Reputational
	improve alignment of front office and back office		contact to front office	place – adverse impact on customers service could be damaging
Paper	Implementation is at an advanced stage	No known major issues	Savings target in full year is challenging	No major reputational issues at stake
ICT	Implementation is at very advanced stage, with go live on 1st April	Significant implementation issues have been managed	Savings target is very significant and progress towards target is very positive	The 1st April is the beginning of the new service delivery model and ongoing performance management is a major priority going forward to manage and minimise any teething problems.
Customer Management	The analysis of customer demand may require changes to current policy and practice	Structural, organisational and technical issues are likely to result from the better understanding of customer demand	The review should offer opportunities for improved customer service – financial savings will accrue in services provided to customers	Front office and back office re-design need to ensure that any adverse effect on customers is minimised.
Public Safety	The proposals being considered for the new way of working will require important decisions to be made	Grant fallout is impacting on the service and the project team	Service improvements and savings are believed to be deliverable	New ways of working can lead to customer feedback which can damage reputation
Day Care in Children's Centres	New service delivery models may be less attractive for parents and carers than the current arrangements	Children's Centre services are affected by government grant losses, which could impact on this review	The timing of the financial savings may be affected by the need to take stock of the impact of grant loss on the service and the Directorate	New models of service delivery will need to minimise any adverse effects for service users.

Review	Acceptability	Implementation	Benefits Realisation	Reputational
Housing	The proposals being considered for the new way of working will require important decisions to be made	No major issues identified at this stage	The impact of government changes, especially on housing benefit, could impact on service demand and the realisation of savings	No major issues identified at this stage
Culture, Leisure, Sports and Libraries	Findings of review are being taken forward as "quick win" service improvements.	No major issues are anticipated	Quick win savings are being implemented	Changes are not expected to impact on reputation
Management Restructuring	Reduction in management and supervisory posts are no expected to pose acceptability issues	No major issues are anticipated	Financial savings are being tracked and budget reductions will be made	No major impact anticipated