

## SCRUTINY CO-ORDINATION COMMITTEE

6<sup>th</sup> April, 2011

Members Present: Councillor Foster  
Councillor Lakha  
Councillor Lancaster  
Councillor Mrs Lucas (Chair)  
Councillor McNicholas (Deputy Chair)  
Councillor M. Mutton  
Councillor Noonan (Co-opted Member)  
Councillor Ruane  
Councillor Sawdon  
Councillor Taylor

Other Members Present: Councillor Duggins (Cabinet Member (Strategic Finance & Resources))

Employees Present: M. Coult (Chief Executive's Directorate)  
J. Murphy (Chief Executive's Directorate)  
M. Salmon (Customer and Workforce Services Directorate)  
C. Steele (Chief Executive's Directorate)  
A. West (Chief Executive's Directorate)

Apologies: Councillor Ridley

### **Public Business**

#### **83. Declarations of Interest**

Councillor Sawdon declared a prejudicial interest in the matter in minute 86 below, headed "Transformation Programme – Partnership Progress Report" in so far as it related to the Fundamental Service Review of Commercial Waste. As Councillor Sawdon had a business that received the waste service, in accordance with Paragraph 5.1.12 of the City Council's Constitution, he withdrew from the meeting during consideration of the matter.

Councillor Foster declared a personal interest in the matter referred to in minute 86 below, headed "Transformation Programme – Partnership Progress Report" in so far as it related to the Fundamental Service Review of ICT. In accordance with Paragraph 5.1.9 of the City Council's Constitution, he disclosed the interest and remained in the meeting for consideration of the matter.

Councillor Lakha declared a personal interest in the matter referred to in minute 89 below, headed "Report Back on the Work of Outside Body - Coventry Association for International Friendship 2010/2011". As the interest arose from him being a City Council-appointed representative on the Association, in accordance with Paragraph 5.1.9 of the City Council's Constitution, he disclosed the interest and remained in the meeting for consideration of the matter.

Councillor M. Mutton declared a personal interest in the matter referred to in minute 92 below, headed "Report Back on the Work of Outside Body – Daimler Green Recreational Trust 2010/2011". As the interest arose from her being a City Council-appointed representative on the Trust, in accordance with Paragraph 5.1.9 of the City Council's Constitution, she disclosed the interest and remained in the meeting for consideration of the matter.

Councillor Lancaster declared a personal interest in the matter referred to in minute 98 below, headed "Report Back on the Work of Outside Body – The Coventry Law Centre Limited 2010/2011" in so far as Councillor Lancaster is employed by a company that has a connection with the organisation. In accordance with Paragraph 5.1.9 of the City Council's Constitution, she disclosed the interest and remained in the meeting for consideration of the matter.

#### 84. **Minutes**

(a) The minutes of the meeting held on 30<sup>th</sup> November 2010 were signed as a true record.

(b) There were no matters arising.

#### 85. **Cabinet/Cabinet Member Item of Urgent Business**

##### **Coventry Award of Merit**

The Committee noted that the Cabinet Member (Corporate and Neighbourhood Services) considered the above report, a copy of which had been circulated to Members, at his meeting on 10<sup>th</sup> March, 2011 and the Deputy Chair of Scrutiny Co-ordination Committee, as the nominee of the Chair of the Scrutiny Co-ordination Committee, had attended the Cabinet Member meeting and agreed that the decision was urgent and that Call-in should not apply. In accordance with paragraph 4.5.27.4 of the City Council Constitution, the report was presented to the Scrutiny Co-ordination Committee in order for them to understand the reasons for urgency which was to enable the Advisory Panel to be established/to meet to make recommendations to the Cabinet Member prior to consideration of the matter at the meeting of Council on 22<sup>nd</sup> March 2011.

#### 86. **Transformation Programme – Partnership Progress Report**

Councillor Duggins (Cabinet Member (Strategic Finance and Resources)) attended the meeting during the consideration of this item.

Further to minute 46/10, the Committee considered a report of the Assistant Chief Executive that provided a further update for Members on the progress made in delivering the Council's abc Transformation Programme, following on from the last report presented in December 2010. Since that time a series of briefings had been organised, chaired by the Chair of Scrutiny Co-ordination Committee, on individual service reviews. In addition, Scrutiny Co-ordination Committee had been briefed on the way that reviews were monitored, and had considered a draft framework for assessing risk, both of which were considered in this progress report.

The Value for Money Partnership with PricewaterhouseCoopers (PwC) 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.

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 Value for

Money Partnership Programme launched in October 2007. Since 2007, a number of Value for Money Reviews had been undertaken and completed, and a new programme of fundamental service reviews had been set up. A summary of progress on the fundamental service reviews that commenced in 2009 (year one) and 2010 (year two), together with the PwC fees and Council Savings arising from current projects, were detailed in the report.

Fees paid to PwC were based upon the terms of the Financial Advisory Framework Contract; they were paid for leading on the project management of reviews and on the delivery of service expertise. The Council's approach to the engagement of PwC had now changed and fees would only be incurred as days were called on to support the Council in developing and/or implementing projects. This recognised the changing nature of the relationship with PwC, as the Council was 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 this support in 2010-11 would be approximately £300,000. Only for major new reviews was there an expectation that PwC would be asked to provide support throughout the whole life of a review, and in these cases, a risk and reward approach would be adopted. The Council had recently retendered the Financial Advisory Framework Contract, from which they had achieved additional value. PwC performed very strongly during the selection process for this contract and would continue to be a framework partner, together with two other competent consultancy firms.

Attached to the report were a list of completed projects setting out the savings taken from budgets, an update on the year 1 and year 2 reviews detailing progress against stages of fundamental service review methodology, and an analysis of risk register.

In overseeing the progress of the Transformation Programme, Members questioned officers on aspects of the report, in particular, the Committee discussed the following issues:

- Value added tax – one off saving and budget situation for VAT savings.
- Risk Analysis – the current risks and how have they changed from the last risk assessment.
- Consultation with and the inclusion of Elected Members in corporate/major service area reviews.
- FSR Methodology - Inclusion of additional column for 'Member Consultation'.
- Day Care Review – key item for the next Scrutiny work day/seminar that would provide an opportunity for Scrutiny Members to have an input into the Review.
- Measures required to assess the results of the Reviews e.g. provision of better service, poorer service, savings achieved, no savings achieved.
- Post Review Reports - submission to Scrutiny Co-ordination Committee.
- Corporate Transport Review – timelines.
- Housing Review – timelines.
- Political Risk – Covered in 'acceptability' category of Analysis of Project Risk.
- Children's Transport Review – delivery of £250,000 cost reductions.
- Culture Change Review – new ways of working.
- Shared Services – savings from effective shared services.
- Commercial Waste Review – benefits realisation.
- The referral of FSR Reviews to individual Scrutiny Boards for detailed consideration, as appropriate.
- Analysis of Project Risk – inclusion of information on projected savings and actual savings.
- £2.9m savings forecast last year - £2.8m savings achieved.

The Committee requested that:

- details of the timelines for the Corporate Transport Review and the Housing Review be made available to Members of the Committee.
- Future reports to include an additional column in the 'FSR Methodology for 'Member Consultation'.
- Future reports to include information relating to projected savings and actual savings in the 'Analysis of Project Risk'.
- Details of the savings made on the Children's Transport Review to be made available to Members of the Committee.

**RESOLVED that:**

**(1) The progress on the Transformation Partnership be noted.**

**(2) No specific issues be referred to the Cabinet member (Strategic Finance and Resources).**

**(3) The Scrutiny Co-ordination Committee refer Fundamental Service Reviews to individual Scrutiny Boards for further detailed discussion, as appropriate.**

**(4) The annual progress report be submitted to the Scrutiny Co-ordination Committee in June/July 2011.**

**(5) The Committee and Councillor Duggins thanked the Transformation Programme Manager for his dedication and hard work on the programme, in particular his professionalism in dealing with sensitive and difficult issues, and asked that this be placed on record.**

#### **87. Implementation of the Administration and Business Support Service Fundamental Service Review**

Councillor Duggins (Cabinet Member (Strategic Finance and Resources)) attended the meeting during the consideration of this item.

The Committee considered a report of the Assistant Chief Executive that sought endorsement to implement the Fundamental Service Review of Administration and Business Support Service (ABSS). The report set out the process for implementation following the review and the redesign of the Service, and detailed new structures and the required number of posts. Ongoing savings as a result of the review were expected to be £2.3m from 2012/013 which had been included in the Council's medium term financial plans.

The Administration and Business Support Service review, a Fundamental Service Review (FSR) within the City Council's Transformation Programme, commenced in 2009. An initial analysis of activities undertaken by the Council's Administrative and Business Support staff, with the exception of schools, identified duplication, fragmentation and potential inefficiency in the organisation of administrative work across the Authority. In order to shape the future of the service, the following design principles were established:

- The creation of one administration Service for the Council, delivering professional administration services fairly and consistently
- The creation of a career pathway structure for administration staff
- The simplification and standardisation of processes and better utilisation of ICT
- A rationalised number of different 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 business case setting out the detailed design of the new administration service, including a Target Operating Model (TOM), had been approved by the Transformation Programme Delivery Board. The detailed build and implementation of a Council wide administration service, to be located within the Customer and Workforce Services Directorate and headed by the post of Administration Services Manager, was now in progress.

Meetings were held with Trades Unions from July 2010 as proposals for the structures were developed and a formal 90 day consultation with Staff and Trades Unions was launched on 22<sup>nd</sup> November 2010. Consultation on the structural proposals concluded at the end of February 2011 and consultation on the proposed principles for implementation were due to continue until the end of March 2011. Liaison would continue with Trades Unions during the implementation period.

The review was ready to move into the final "go live" implementation stage, beginning in April 2011 on a phased basis, with the final structural design taking into account feedback from managers, staff and Trades Unions colleagues, through informal and formal communication and consultation processes. Immediate implementation, the details of which were set out in a table in the report together with details of the impact of staffing (revised staffing figures were tabled at the meeting), would enable the financial benefits of £0.89m in 2011/12 and also the following:

- Savings through less duplication, saving time and making better use of resource and creating consistency
- Improved professional standards
- Clear pathway for career progression
- Savings on agency staff and better use of clerical register
- Slimmed down workforce with fewer managers
- Improved systems and processes
- Better resilience of the service

The Chair of the Committee and Councillor Duggins thanked the Transformation Programme Project Officers their work on the Review, in particular his professionalism in dealing with sensitive and difficult issues, and asked that this be placed on record.

**RESOLVED that:**

- (1) The progress of the Administration and Business Support Service Review be noted.**
- (2) The Committee and Councillor Duggins thanked the Transformation Programme Project Officers for their work on the Review, in particular their professionalism in dealing with sensitive and difficult issues, and asked that this be placed on record.**

**88. Report Back on Work of Outside Body – Local Government Association – General Assembly 2010/2011**

The Committee considered a report of Councillor Mutton that detailed the work of the Local Government Association (LGA) over the preceding 12 months and included details of attendance by the City Council's representatives.

Appointments to the LGA General Assembly provided Coventry City Council with a voice and the ability to understand and influence national policy issues through working with the other local authorities at a national level. The LGA was the principal lobbying organisation for the local government sector.

**RESOLVED that the Committee recommend that the City Council continues to appoint representatives to the Local Government Association General Assembly.**

**89. Report Back on Work of Outside Body – Coventry Association for International Friendship 2010/2011**

The Committee considered a report of Councillor Lakha that detailed the work of the Coventry Association for International Friendship over the preceding 12 months and included details of attendance by the City Council's representative.

The City Council is committed to supporting the Peace and Reconciliation Policy and Coventry Association for International Friendship played an active role for continuing this policy, in conjunction with Lord Mayor's office. Appointment to the Association ensure the continuation of the policy.

**RESOLVED that the Committee recommend that the City Council continues to appoint a representative to the Coventry Association for International Friendship.**

**90. Report Back on Work of Outside Body – Coventry Learning Disabilities Partnership Board 2010/2011**

The Committee considered a report of Councillor O'Boyle that detailed the work of the Coventry Learning Disabilities Partnership Board over the preceding 12 months and included details of attendance by the City Council's representatives.

The City Council directly benefitted from leading and having a strong presence on the Coventry Learning Disabilities Partnership Board, and in the development and monitoring/reviewing of the objectives set out in the Learning Disabilities Strategy and the Joint Commissioning Plan and also that Learning Disabilities was included within the Personalisation agenda.

**RESOLVED that the Committee recommend that the City Council continues to appoint representatives to the Coventry Learning Disabilities Partnership Board.**

**91. Report Back on Work of Outside Body – Coventry Venture Capital Ltd 2010/2011**

The Committee considered a report of Councillor Duggins and Councillor Foster that detailed the work of Coventry Venture Capital Ltd over the preceding 12 months and included details of attendance by the City Council's representatives.

The appointments enabled the Council to protect its interest in the Company. The rental income received by the Council was in the region of £15,000 per year, which was used to support its regeneration work.

**RESOLVED that the Committee recommend that the City Council continues to appoint representatives to the Coventry Venture Capital Ltd.**

**92. Report Back on Work of Outside Body – Daimler Green Recreational Trust 2010/2011**

The Committee considered a report of Councillor M. Mutton that detailed the work of the Daimler Green Recreational Trust over the preceding 12 months and included details of attendance by the City Council's representative.

It was of benefit to the City Council to appoint to the Trust to enable the Authority to actively engage with the local communities it served. It was also beneficial that the Council were engaged with other agencies working within local communities so that maximum benefits could be achieved by all parties for the benefit of those communities.

**RESOLVED that the Committee recommend that the City Council continues to appoint a representative to the Daimler Green Recreational Trust.**

**92. Report Back on Work of Outside Body – Coventry Fairtrade City Steering Group 2010/2011**

The Committee considered a report of Councillor Harvard that detailed the work of the Coventry Fairtrade City Steering Group over the preceding 12 months and included details of attendance by the City Council's representative.

The benefit of appointment to the Group demonstrated to the public and City Council employees a clear commitment to trade justice and sustainable living in a wider sense. The appointment also conformed to commitments of Fairtrade City status.

**RESOLVED that the Committee recommend that the City Council continues to appoint two representatives, one of whom should be the Cabinet Member responsible for Fairtrade, who will commit to supporting the Coventry Fairtrade City Steering Group in meetings and otherwise.**

**93. Report Back on Work of Outside Body – Regional Flood Defence Authority 2010/2011**

The Committee considered a report of Councillor Harvard that detailed the work of the Regional Flood Defence Authority over the preceding 12 months and included details of attendance by the City Council's representative.

Coventry City Council paid a £94K "levy" to the Environment Agency each year and membership of this Committee was essential to ensure that the authority obtained value for money from that contribution. Coventry City Council had identified possible sites for local levy funding at land off Bar Road; rear gardens in Cricket Close; Chapelfields; and Canley Brook. With the onset of climate change and the dawn of potentially challenging weather conditions in the future, flooding and flood defence would be given increasing importance as an agenda by many different agencies including Coventry City Council

**RESOLVED that the Committee recommend that the City Council continues to appoint a representative to the Regional Flood Defence Authority.**

**94. Report Back on Work of Outside Body – West Midlands Councils (Formerly the Midlands Leaders Board) 2010/2011**

The Committee considered a report of Councillor Mutton that detailed the work of the West Midlands Councils (Formerly the Midlands Leaders Board) over the preceding 12 months and included details of attendance by the City Council's representative.

West Midlands Councils was the only regional organisation that brought all the region's local authorities together. Although the body no longer had any statutory function it enabled the City Council to work with other local authorities to develop a strategic understanding and approach to the issues and interests of the wider West Midlands region and to work together to promote those shared interests for the benefit of the City of Coventry and its residents.

**RESOLVED that the Committee recommend that the City Council continues to appoint the Leader of the Council as the representative on the West Midlands Councils.**

**95. Report Back on Work of Outside Body – West Midlands Joint Committee 2010/2011**

The Committee considered a report of Councillor Mutton that detailed the work of the West Midlands Joint Committee over the preceding 12 months and included details of attendance by the City Council's representatives.

The West Midlands Joint Committee was a formally constituted body that enabled the West Midlands Metropolitan Districts to consider jointly key strategic issues and the allocation of funding that directly impacted on the people of Coventry. Under current Local Government arrangements it was vital that Coventry City Council was a member of the West Midlands Joint Committee.

**RESOLVED that the Committee recommend that the City Council continues to appoint representatives to the West Midlands Joint Committee.**

**96. Report Back on Work of Outside Body – West Midland Police Authority 2010/2011**

The Committee considered a report of Councillor Bains that detailed the work of the West Midlands Police Authority over the preceding 12 months and included details of attendance by the City Council's representative.

The City Council had a seat on the strategic body to which the Chief Constable was accountable for policing matters and therefore could raise issues that arose locally as well as influencing the Strategic Policing Plan for the region, and the performance targets that were set alongside the Plan. The City Council, as a precepting Authority also had important representation during the discussions around precept setting during budgetary discussions.

**RESOLVED that the Committee noted the annual report and that this appointment was made through the West Midlands Police Authority.**

**97. Report Back on Work of Outside Body – West Midlands Fire and Rescue Authority 2010/2011**

The Committee considered a report of Councillor Mulhall that detailed the work of West Midlands Fire and Rescue Authority over the preceding 12 months and included details of attendance by the City Council's representatives.



The Fire Authority, funded by local authority precept and government grant, was one of the Council's key partners in providing a range of vital services to the region and also played a key part in responding to any civil emergency and emergency planning within the City. As members of the Authority, the Council's three representatives played a key role in shaping policy and influenced the provision of fire and safety services to the Citizens of Coventry.

**RESOLVED that the Committee noted the vital role that the West Midlands Fire Service played in providing responsive fire, rescue and emergency services and preventative fire safety advice to the citizens of Coventry.**

**98. Report Back on Work of Outside Body – The Coventry Law Centre Limited 2010/2011**

The Committee considered a report of Councillor Mrs Bigham that detailed the work of the Coventry Law Centre over the preceding 12 months and included details of attendance by the City Council's representatives.

The benefit of appointing members to the Centre, which is supported financially by the City Council, are able to set the direction for the Centre, scrutinise annual accounts and be responsible for electing the Trustees who made up the Management Committee of the Law Centre.

**RESOLVED that, due to the nature of the work and the financial support provided by the City Council, the Committee recommend that the Council continues to appoint two representatives to the Coventry Law Centre Limited.**

**99. Report Back on Work of Outside Body – Coventry Sports Trust Limited 2010/2011**

The Committee considered a report of Councillor Ruane that detailed the work of the Coventry Sports Trust Limited over the preceding 12 months and included details of attendance by the City Council's representatives.

Coventry Sports Trust was responsible for managing seven sporting facilities on behalf of the City Council that remain owned by the City Council. The Trust received considerable annual financial backing from the City Council, but now there are confirmed plans for a future merger of Coventry Sports Trust and Coventry Sports Foundation, the Council have provided legal advice that any Council representatives must resign from the Coventry Sports Trust Board with immediate effect.

**RESOLVED that:**

**(1) The Committee noted the work undertaken by Coventry Sports Trust Limited and recommended that the Council should not continue to appoint representatives to the Coventry Law Centre Limited.**

**(2) The Chair and Officers undertake a piece of work to decide on how reporting back on outside bodies could be rationalised.**

**100. Scrutiny Co-ordination Work Programme 2010/2011**

The Committee noted the Scrutiny Co-ordination Work Programme for the Municipal Year 2010/2011.

101. **Meeting Evaluation**

The Board evaluated the meeting. Comments given by members, that included that the meeting had been well structured and the Transformation Programme Update presentation had been very informative, would be used to ensure the efficiency and effectiveness of future meetings.

102. **Any Other Public Business**

There were no other items of public business.