

Cabinet  
Scrutiny Co-ordination Committee

19th July 2011  
31st August 2011

**Name of Cabinet Member:**

Cabinet Member (Policy, Leadership and Governance) - Councillor J. Mutton  
Cabinet Member (Strategic Finance and Resources) – Councillor Duggins

**Director Approving Submission of the report:**

Assistant Chief Executive

**Ward(s) affected:**

Not applicable

**Title:**

Transformation Programme - Partnership Progress Report 2011

---

**Is this a key decision?**

No

---

**Executive Summary:**

The Transformation Programme was launched in June 2009, and its progress is reported annually to Cabinet (and quarterly to Scrutiny Co-ordination Committee). The purpose of this report is to set out what has been achieved in the last twelve months, what is planned as the Council moves into year three of the Transformation Programme, and how the Programme can contribute to the significant challenges facing the City Council.

**Recommendations:**

The Cabinet is recommended to:

- a) note the progress that has been made in delivering specific reviews in the Transformation Programme,
- b) affirm its commitment to the continuation of the Programme, and its contribution to the service improvement and cost reduction challenge, and
- c) note that the programme of review work for year three, which was agreed at Cabinet in June, is proceeding.

**List of Appendices included:**

None

**Other useful background papers:**

None.

**Has it or will it be considered by Scrutiny?**

Yes

Scrutiny Co-ordination Committee on 9<sup>th</sup> August 2011

**Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report title:**

Transformation Programme - Partnership Progress Report 2011

**1. Context (or background)**

- 1.1 In 2007 the Cabinet approved the creation of a Value for Money Partnership (VfM) with PricewaterhouseCoopers, to help the Council deliver service improvement and cost reduction. Since that time, the Cabinet has received annual progress reports, and the Cabinet Member (Strategic Finance and Procurement) and the Scrutiny Co-ordination Committee have received quarterly progress reports.
- 1.2 The VfM Partnership was established to meet the various challenges being faced by the City Council in 2007, in common with many other local authorities. These challenges included:
- a) The corporate policy agenda which demanded that we undertook a continuous review of services to ensure they are achieving the outcomes the Council wants;
  - b) The Medium Term Financial Strategy which identified significant financial pressures, both on revenue and capital resources, which would require careful management over succeeding years;
  - c) The need to plan for, and manage the City's growth and regeneration agenda, with its impact on services and spending; and
  - d) The need to invest in the modernisation of services, including further use of new technology, where such investment would deliver service improvement and better quality services for customers.
- 1.3 The purpose of the Value for Money Partnership was to achieve the following outcomes for the Council:
- deliver specific service improvements to meet the changing needs of its customers, and the future demand for its services,
  - achieve 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.
- 1.4 Since that time, the Council has continued to develop its value for money agenda and launched its Transformation Programme in June 2009. It recognised that new approaches to the way we work were required to continue to improve services and reduce costs.
- 1.5 The General Fund Budget report for 2011-12 reported that the 2010 Spending review signalled a dramatic reduction in the level of public sector spending over the next four years, one consequence of which was the significant change in direction driven by the Council's abc Programme of service transformation projects. The Programme is one of the Council's key approaches to meeting the challenges which are being faced by the whole public sector at the current time. The medium term financial plan anticipates significant savings going forward to help the Council balance its budget.

## 2. Options considered and recommended proposal

- 2.1 As this is a progress report, there are no options for consideration. The information set out below summarises the progress made.
- 2.2 The **abc** Programme - A Better Council for A Bolder Coventry – was launched in June 2009, and is affecting all the services the Council delivers over the next few years. The Programme recognises that, in the future, the Council has to be more flexible, and responsive to the opportunities to make changes in its delivery of services. It anticipates that in future the Council will operate with a smaller workforce, based in fewer locations, and will harness the power of technology to work more flexibly and efficiently.
- 2.3 The overall objectives of the Transformation Programme are:
- a) to achieve better value for money, measured by reductions in the costs of delivering services
  - b) to provide better and consistent customer services, measured by a reduction in avoidable contacts
  - c) to develop and deliver real culture change across every level of the organisation, to equip the Council for the challenges ahead, and
  - d) to invest in new technologies where appropriate to support service delivery.
- 2.4 To support the delivery of the Programme's objectives, a methodology for fundamental service reviews has been developed, and a five year programme of such reviews set in motion. The methodology is designed to deliver service improvement and cost reduction, and in so doing ask fundamental questions about a service's purpose, objectives, current performance and design.

## 3 Progress in undertaking VfM reviews

- 3.1 A number of reviews were in progress during 2010-11, and a summary of progress to date is set out below:
- 3.2 **VAT:** The VAT project came to an end in 2010-11 and the final repayment made to the Council for overpaid VAT. In total £2.3m has been repaid on which PwC fees of £0.358m have been paid. This project has been very important to the initial abc Programme funding, and could not have been delivered without PwC expertise, as they have successfully challenged the application of VAT rules on the Council's behalf. (A new VAT project is now being progressed to challenge the VAT rules in relation to trade waste charges, which offers the possibility of further repayments).
- 3.3 **Business Services:** The aim of the review is to create a professional centralised administration service across the Council, reducing duplication and creating standard processes to improve efficiency and save money. The review has reached the implementation stage, following detailed consultation, and communication with all staff affected. The first Business Service Centres will go live in July, and will comprise administrative and clerical staff, bringing together people in one location to make teams stronger, share skills and create the capacity to deal with peaks and flows of work across service areas.

These Business Service Centres will be located in key areas and a service "menu" will be developed to set down what work they do. Most of the Council's administration service will eventually be delivered from these Centres, and they plan to include specialist teams for dedicated services, such a booking travel and conferences, document production and arranging complex meetings.

- 3.4 **Grounds Maintenance and Street Cleansing:** This was the first review to follow the Councils fundamental service review methodology and was completed during 2010-11. Whilst there were some implementation difficulties, the evidence from service managers, inspection results and feedback from customer Directorates is suggesting that standards have been maintained, and possibly improved, whilst the ongoing savings of £470,000 are expected to be delivered. A post implementation review is now being conducted which will be presented to Scrutiny Co-ordination Committee in due course.
- 3.5 **Customer First:** This enabling review has completed the work to make the Contact Centre fit for purpose to deliver those services whose front office work was previously transferred there, and an ongoing programme of work continues to transfer service across; this year has seen Building Control, Environmental Services and Council Tax enquiries transfer to the Contact Centre. At the same time, services across the Council have collected information on how, when, where and why their customers contact the Council in order to 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. This will inform our future programme of improving customer contact and the development of self-service arrangements.
- 3.6 **Operational Property:** This review came to an end in 2010-11 in the light of the anticipated level of investment required to implement a council wide redesign of office space. Work will continue with Directorates to understand emerging opportunities to reduce the number of office locations, and there may be some opportunities going forward to re-design existing office space to move to location independent working – like the work done on the 5th floor of Civic Centre 4.
- 3.7 **Facilities Management:** The review has defined and implemented a new method of delivering office cleaning, which is now going live across the Council following pilot activity. Work is also continuing to identify how the Council's building maintenance service might be made more efficient.
- 3.8 **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. Having reviewed the current service design, and considered how efficiencies might be achieved via a new delivery model, three work-streams are being pursued to improve services and reduce costs. For City Services fleet, a series of efficiency savings are being implemented with a target saving of £0.3m; for Passenger Transport, officers are considering how efficiency improvements might be delivered; and for Grey Fleet (staff using their own transport), officers are preparing options to present to Members.
- 3.9 **Catering:** This review has identified a long term vision for the service, which encompasses all aspects of catering across the Council. The review aims to ensure that the Council also 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. The review team is now focusing on the detailed design of future service delivery. Questions and responses from staff have been received during consultation on schools catering. These are now being considered in order to agree final proposals for the newly designed service. It is planned that this will be in place for the new school year in September. The proposed service structure increases capacity to build strong relationships with schools and increase meal numbers, which are important to the sustainability of the

service. The closure of the Central Processing Units and the vending service has been successfully completed, with new arrangements in place.

Work has progressed on identifying support to enhance in the in-house Corporate Catering service, specifically to develop the commercial success of the service.

- 3.10 **ICT:** This review has demonstrated the Council's ability, in partnership with PwC, to take a major cross cutting service and deliver significant service change and cost savings. Whilst there is a recognition that there is still work to be done, as the new service goes through a period of bedding in new procedures and processes, the governance, stakeholder engagement and progress monitoring have provided the Council with best practice examples for reviews in the future. In addition, the project has demonstrated that adequate project resourcing, both Council and PwC, pays dividends in terms of the delivery of project objectives. The ICT service is now live and operational. Recruitment to posts continues (above 75% of posts filled). The project has delivered on time, within budget, with no staffing dispute or grievance.
- 3.11 **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 work-streams and two supporting functions, as follows:

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

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. Work is now proceeding on the service re-alignment following full consultation with employees and Trades Unions, to raise awareness of Personalisation for individuals and their families, and to update and reshape the information and advice for ease of citizen access. The focus of Programme is now to look to the future to manage demographic pressures and changing policy direction between Health and social care and the continuing financial pressures that will ensue.

- 3.12 **Financial Management:** This is a review of the way we manage our finances to make sure that we have the right financial systems, processes and future investment in place to help us perform the financial management role effectively and efficiently. The review is

looking not only at the Financial Management Division, but also all financial activity across the City Council – from the i-procurement system to budget monitoring. The baseline report has been completed, and the work to define the future service vision and the high level new service design has also been finalised. Work has continued against each work-stream, and a number of deliverables are now complete, including:

- Chart of Accounts
- Lists of standardised reports
- Rationalised list of reports
- Governance arrangements for Chart of Accounts and reports
- Purchasing options and recommendations

Further development of the financial management system is to some extent dependent upon the necessary software to support new ways of working. This could come from an upgrade of our existing software, a new purchase, or joint working with another authority – these issues are currently being explored.

**3.13 Printing and Paper:** This project has completed the consolidation of the Council's two print facilities, having reviewed the way we provide postal deliveries and collections across the Council, and explored how we can improve the procurement of print across the organisation to provide a more efficient and effective solution to our print and design work. The review has achieved a number of successes to help maximise the investment already made in the post and print facilities, including:

- the consolidation of two print rooms (Corporate Training Centre and Lythalls Lane),
- a new postal model that will also enable the service to respond to future developments including the Business Service Centres, and
- new software which is able to print variable data documents that were previously outsourced to Serco.

**3.14 Commercial Waste:** This review has looked at 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.

**3.15 All Change:** When the abc Programme was launched, it was recognised that an underpinning culture change programme would be required, which would underpin fundamental service reviews and help to 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 and a programme of activity is currently being planned. Warwick Business School has completed its Council staff research survey and the results are now being compiled for presentation 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.

**3.16 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. The review has developed its high level view of how Public Safety services might work more

effectively in the future, and is undergoing a series of staff briefing sessions. Work is now progressing on the detailed design stage of the review to build a new delivery model which realigns services to create a better customer focused approach.

- 3.17 **Housing:** 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 is looking to understand the work and challenges facing the housing service. It has developed a high level view of how Housing services might work more effectively in the future, and is undergoing a series of staff briefing sessions. Work is now progressing on the detailed design stage of the review to build the new delivery model which enables the council to deliver statutory housing services and continue with preventative work to potentially reduce the demand on homelessness services.
- 3.18 **Day Care: Children’s Council Run Day Care:** This review is looking at council run day care services in the following Sure Start Children’s Centres: Middle Ride, The Barley Lea, Canley, Tile Hill, Radford, Foleshill, Hillfields, Stoke Heath, Moat House and Bell Green. The review is an opportunity to review the way the Council currently delivers its services, and fulfils its duties to ensure sufficient child care provision in the City – in the current economic climate and challenges the whole Council faces – and save money. Now that the data gathering and analysis is complete, managers and staff at each nursery have been developing options for the future delivery of their service. These are being looked at in detail by the project team so that a new way of working report can be prepared for Cabinet.
- 3.19 **Management Restructuring:** The aim of the review is to create a stream-lined 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 service reviews.
- 3.20 The table below sets out the current fee commitments and target savings from the current fundamental service reviews in progress.

<u>Projects in Progress</u>	<u>Actual Fees Paid or Agreed Commitments</u>	<u>Ongoing Savings Forecasts</u>	<u>Comments</u>
	£000	£000	
VAT	358	N/A	The final repayment from HMRC was made in 2010-11. Overall one off repayments of £2.3m have been received, and fees paid of £358,000.
Business Services	651	2,300	Full year savings are expected by 2012-13
Grounds Maintenance and Street Cleansing	309	470	Full year savings are expected in 2011-12.
Customer First	422	N/A	This project is developing the front office so that back office savings can be delivered in Directorates



<u>Projects in Progress</u>	<u>Actual Fees Paid or Agreed Commitments</u>	<u>Ongoing Savings Forecasts</u>	<u>Comments</u>
Operational Property	326	200	Future savings dependent on opportunities to save office space
Facilities Management	143	400	Full year building cleaning savings to be delivered by 2012-13
Corporate Transport	207	300	Target saving forecast to deliver by 2011-12
Catering	201	1,259	Full year savings from primary and special school meals, and from corporate and commercial catering forecast to be delivered by 2013-14
ICT	2,423	5,000	Full year savings to be delivered by 2013-14
Personalisation	25	2,700	Full year savings to be delivered by 2011-12
Financial Management	669	3,840	Full year savings to be delivered by 2013-14
Printing and Paper	N/A	660	Full year savings to be delivered by 2012-13
Commercial Waste	N/A	420	Full year savings to be delivered by 2012-13
Public Safety	N/A	305	Full year saving to be delivered by 2012-13
Day Care	N/A	1,000	Full year saving to be delivered by 2012-13
Private Sector and Strategic Housing	N/A	395	Full year saving to be delivered by 2012-13
Management Restructure	33	1,000	Full year savings to be delivered by 2012-13
PwC Core team	329	N/A	See note below
<b>TOTAL</b>	<b>6,096</b>	<b>20,249</b>	

**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 in the last 12 months. 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, which is provided by the PwC Core team. Going forward, 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, alongside two other consultancy firms. The Council has achieved additional value as a consequence of the re-tender.

## Future Work – year 3 of the review programme

3.21 The abc Programme anticipates that all services will be reviewed over a five year period. The Year Three Programme was approved by Cabinet last month and work has begun to understand how well these services are currently performing. Section 7 below sets out the medium term financial challenge and the way that the abc Programme is contributing to the delivery of a balanced budget going forward.

## 4 Assessing the Success of the Partnership Programme

4.1 Both the City Council and PwC have recognised that the impact of the Partnership ethos – for example, working as one team, asking the fundamental and sometimes difficult questions, evidence based recommendations, on the culture of the Council and the delivery of Programme objectives, are critical to the success of their relationship, and are working on the basis that the partnership extends beyond a simple transactional arrangement – where the Council orders work, PwC complete and the Council pays the invoice.

4.2 At the beginning of this report, the objectives for the Transformation Programme were summarised:- to achieve better value for money, to provide better and consistent customer services, to develop and deliver real culture change, and to invest in new technologies where appropriate. It is these objectives against which Programme performance should be judged.

4.3 It is the outcomes of the fundamental service reviews which provide the evidence to assess whether the service improvement and cost reduction objectives of the Programme are being delivered. We know now that:

- The Grounds Maintenance and Street Cleansing review has given an opportunity to the in-house service team to show that it can deliver an area based mixed skill service at lower cost. The post implementation review will establish how well the review has succeeded – the early signs are promising.
- The Council's ICT service has been brought back in house and an in-house service has been created to deliver a service which better meets the business needs of the organisation at lower cost.
- A re-designed and streamlined Business Services is close to implementation, creating a corporate administration service, with standard ways of working, and lower costs.
- The Personalisation review is 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'.
- A Programme of other reviews is in progress, with the involvement of officers all over the Council, to deliver service improvement and cost reduction.
- Individual reviews, and the All Change review itself have contributed to changes in the way employees across the Council work, supporting cultural change at every level. One of the successes of the **abc** programme has been the way incremental change through simple initiatives (often suggested by employees through the *a bit creative* suggestion scheme) have both saved money and developed new ways of working.

#### 4.4 PwC Commentary on progress to date

PricewaterhouseCoopers LLP (PwC, we) continue to be very proud to be working with Coventry City Council (the Council). We've built strong relationships, developed an approach with you that works and one which now sees the Council delivering much of the change.

Coventry is a national flagship for how we can work with public sector clients. Our partnership has achieved great success to date and we are confident that this will continue. Our joint approach allows you to drive further benefits without the need for our support.

We believe that we have delivered great value, as evidenced by the 4:1 ratio of (largely on-going) benefits to (one-off) costs delivered to date. We have completed a programme of skills and knowledge transfer and training, for example, project management and process review and change enabling the Council to reduce spend on external support – saving you fees on external support.

We are very pleased to have been re-appointed to the Council's new consulting framework and as the Council's sole transformation partner – working with iMPower as our sub-contractor. We have invested in the partnership an estimated £1million to date and we are committed to continue to do so.

We have demonstrated how we can help you tackle the more difficult problems and at the same time drive out big savings – demonstrated through the iCov review and by bringing what was an outsourced service back in-house and adopting leading ways of working. As this project is nearing completion, we are pleased with the outcomes we have delivered together (the Council and PwC). The iCov project, which is set to deliver savings above the target of £5 million per annum is a real example of the success of the partnership. We have put fees at risk and have supported you in implementing the outcome of this review, and at the same time believe that we have helped to fundamentally improve the way the Council does business, particularly around contract management. This is also a great example of skills transfer to and from the Coventry team.

We have jointly made considerable progress with the Business Services project, which is set to go Live in July, delivering improved services and savings of £2.3 million per annum ongoing.

Reviews that are on-going include: financial management, Children Learning and Young People, commissioning and procurement and improving customer management. We're working alongside Council officers to develop solutions that will reduce costs, improve service and again allow officers to focus on front-line service delivery.

We are progressing a further one-off VAT savings review in commercial waste, and whilst not guaranteed we are working with your team to identify further windfall potential. We are very pleased with the level of engagement we enjoy with the Council's Corporate Management Board and officers engaged in the Programme. We very much look forward to opportunities to engage with Members as the Programme moves forward. This engagement is critical to our understanding of your agenda and maximising the effectiveness of our contribution.

Skills transfer has been very effective and we are working with officers to ensure that this is formalised in the Council's annual performance process for Council officers. The year 3 programme should reflect the Partnership's desire to reduce PwC support (and therefore fees) as the capability and capacity within the Council has grown – this capacity and capability development is at the heart of abc thinking.

So, to summarise, we see the Partnership as having had a successful third year. The cashable benefits identified far exceed the costs and we are seeking to make this ratio even greater. We have established strong foundations based on a common transformation programme.

We now need to jointly progress implementation and benefits realisation for the big reviews in year 3, specifically in Children's Services and to ensure that there are the resources available to sustain the programme – all aimed at accelerating and assuring the Council's change plans and ambitions, whilst reducing PwC's role over the life of the Programme.

We also see priorities going forward in terms of:

- Supporting your work in the CSW sub-region
- Supporting the Coventry and Warwickshire LEP where we are supporting you in deriving an overall funding strategy
- Your work with health partners to bring public health responsibilities to the Council and closer working with GPs
- Taking forward the Optimal Care work – aimed at securing better outcomes for some of your more vulnerable members of society and at the same time saving money for the local government and health economies.

Based on what we see in local government, Coventry's abc programme remains one of the most innovative, ambitious and successful transformation programmes underway anywhere in the UK.

## **5. Results of consultation undertaken**

5.1 As this is a progress report there has been no consultation undertaken.

## **6. Timetable for implementing this decision**

6.1 As this is a progress report there is no decision to be implemented.

## **7. Comments from Director of Finance and Legal Services**

### Financial Implications

7.1 The over-riding financial principle for the Value for Money Partnership is that its costs, including PwC fees and the internal Programme Support Team, will be funded in the due course of time from the efficiency savings which it achieves. As most of the savings delivered are likely to be ongoing, whereas the fees paid to PwC are once-off, in the medium term savings will be available to contribute to the Council's financial position. The fees paid to PwC for completed reviews total £597,000, and these reviews were considered in your report last year. Fees paid or committed for projects in progress are currently estimated at £6,096,000.

7.3 As the table in paragraph 3.20 above demonstrates, there is a clear expectation that significant further savings will be delivered over the medium term, which will both pay for all the costs incurred and make a significant contribution to delivering a balanced medium term budget. The table below, summarised from the 2011-12 General Fund Budget report, sets out the current understanding of the medium term financial position, and the savings forecast from the Programme.

	2012-13	2013-14
	£m	£m
<b>Initial Budget Gap</b>	<b>36.7</b>	<b>46.1</b>
Additional Spending Pressures	18.7	18.3
Technical Savings and Cost Reductions	(22.2)	(25.1)
<b>Revised Budget Gap</b>	<b>33.2</b>	<b>39.3</b>
Net Indicative Transformation Programme Savings	(15.9)	(19.1)
<b>Latest Forecast of Budget Gap</b>	<b>17.3</b>	<b>20.2</b>

## 8. Other implications

8.1 The programme of review work has, and will have implications for many or most aspects of the Council's services and activities. Business cases are drawn up for each review which address all relevant implications.

### 8.2 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / LAA (or Coventry SCS)?

The Transformation Programme is crucial to the improvement of services to customers and the reduction of costs which will enable the Council to manage its medium term financial position.

### 8.3 How is risk being managed?

The Programme in total, and specific projects within the Programme, are subject to a number of key risks, which need to be managed. Risk management arrangements have been put in place, and are regularly monitored

### 8.4 What is the impact on the organisation?

Full consultation will take place with employees and trades unions about any service change and redesign issues, and the Security of Employment Agreement will apply where appropriate.

### 8.5 Equalities / EIA

The implications will be considered on a project by project basis.

### 8.6 Implications for (or impact on) the environment

The implications will be considered on a project by project basis, and the specific project on Sustainability and Low Carbon Economy will consider our approach across the whole Council.

## 8.7 Implications for partner organisations?

The implications will be considered on a project by project basis

### Report author(s):

#### Name and job title:

Mike Coult, Transformation Programme Manager

#### Directorate:

Chief Executive's

#### Tel and email contact:

02476 832879 [mike.coult@coventry.gov.uk](mailto:mike.coult@coventry.gov.uk)

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
<b>Contributors:</b>				
Lara Knight	Governance Services Officer	Customer and Workforce Services	09.06.11	13.06.11
Paul Jennings	Corporate Finance Manager	Finance and Legal Services	09.06.11	20.06.11
Fran Collingham	Assistant Director (Communications)	Chief Executive's Directorate	09.06.11	13.06.11
<b>Names of approvers for submission:</b> (officers and members)				
Chris West	Director	Finance and Legal Services	09.06.11	08.07.11
Jos Parry	Assistant Chief Executive	Chief Executive's Directorate	09.06.11	13.06.11
Colin Green	Director	Children, Learning and Young People	15.06.11	20.06.11
Bev Messinger	Director	Customer and Workforce Services	15.06.11	28.06.11
Brian Walsh	Director	Community Services	15.06.11	20.06.11
Martin Yardley	Director	City Services and Development	15.06.11	20.06.11
Cllr John Mutton	Leader		21.06.11	24.06.11
Cllr George Duggins	Deputy Leader		17.06.11	24.06.11

This report is published on the council's website: [www.coventry.gov.uk/cmis](http://www.coventry.gov.uk/cmis)