

**Name of Cabinet Member**

Cabinet Member (Strategic Finance and Resources) – Councillor Duggins 18 January 2012  
Scrutiny Co-ordination Committee 4 January 2012

**Director Approving Submission of the report:**

Assistant Chief Executive

**Ward(s) affected:**

All

**Title:**

Transformation Programme - Partnership Progress Report

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**Is this a key decision?**

No

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**Executive Summary:**

This report provides a further update for the Cabinet Member on the progress made in delivering the Council's abc Transformation Programme. (This report was presented to Scrutiny Co-ordination Committee on 4th January in accordance with agreed reporting practice).

**Recommendations:**

The Cabinet Member is asked to:

Note the progress that has been made since the last report.

**List of Appendices included:**

No appendices

**Other useful background papers:**

None

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

Yes – Scrutiny Co-ordination Committee on 4th January

**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

### 1 Background

- 1.1 Following the establishment of the Value for Money (VfM) Partnership with PricewaterhouseCoopers in October 2007, Members are aware that the Council's abc Transformation Programme was launched in June 2009, responding to the new challenges faced by the whole of the public sector.

### 2 Progress in undertaking Fundamental Service Reviews

- 2.1 The Programme of fundamental service reviews is now well established, and the third year of reviews is in progress. Previous progress reports to Scrutiny Co-ordination Committee have provided information on completed reviews. In the last few months, however, there have been a number of reviews completed, and a summary of their performance is set out below.

#### RECENTLY COMPLETED REVIEWS

- 2.2 **ICT:** The primary purpose of this review was to position ICT as an enabler of business/service delivery. It is fundamental to the objectives of the Transformation Programme, reducing costs and improving performance and customer satisfaction. The new service model went live on 1st April. Ongoing savings of £5m are being delivered from this review.
- 2.3 **Personalisation:** The purpose of the programme was 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 aimed to achieve the objectives of 'Putting People First', as outlined by the Department of Health in December 2007, and has resulted in changes to systems and processes, cultural change for staff and citizens, and efficient, cost-effective services designed to maximise the use of Council resources. Adult Social Care has been leading initiatives to promote independence for several years. These have laid good foundations for the Personalisation Programme. The Programme has built on these and significantly increased 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 has been implemented to deliver our vision for Adult Social Care. Savings of £2.7m are being delivered in 2011-12 from the service changes.
- 2.4 **Business Services:** The transformation of the Council's administrative and business support services is almost complete. 21 Business Service Centres have been established across the Council, employing 700 members of staff. The savings target of £2.3m in 2012-13 will be delivered. Members will recall that the principles of the new service model embraced:
- 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
- 2.5 **Facilities Management (Building Cleaning):** The review has defined and implemented a new method of delivering office cleaning, which is now live across the Council following pilot activity. Cleaning specifications have been revised, and savings delivered.
- 2.6 **Building Control:** This review was fast-tracked to deliver a modernised and restructured in-house service to produce immediate service improvements and income generation opportunities. The service has been restructured and costs reduced by £140,000 to enable the service to live within its income earned.
- 2.7 **Schools Improvement Services:** The purpose of this review was 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 became necessary to manage the redesign of the service as part of the Children, Learning and Young People's (CLYP) Directorate restructuring, and has been incorporated into that broader process. As a consequence, the service has retained its core capacity to deliver statutory duties, and those services essential to the efficient management of risk and compliance, and nearly £2m of service cost reductions made to compensate for the loss of grant.
- 2.8 **Commercial Waste:** This review's aim was to ensure that the service could continue to respond to customer needs and deliver a quality service, whilst attracting new business and reducing its costs. The service review is now completed, the management structure has been streamlined, customer standards developed, and progress is being made in providing sales and marketing support. Costs have reduced, largely as a result of improved staff and vehicle utilisation. The service has been set challenging income targets in 2011-12 to achieve new business, and is operating in a competitive market, and the service is determining the scope for growth and service opportunities.
- 2.9 **Schools Catering:** This review comprises schools catering and corporate/commercial catering. The latter is in progress and is reported below. Schools catering was completed to coincide with the start of the new school year in September. The new schools catering service has been established with a merger of teams from two Directorates which removes the client/contractor split, a new management structure and the appointment of a new head of service. Features of the new service model include an increase in meal numbers produced, a mandate for managers to continue the development of relationships with schools, improvements to the quality of delivery, and the pro-active management of individual kitchens. The review is on target to eliminate the catering deficit by 2011-12.

#### REVIEWS IN PROGRESS

- 2.10 **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 perform the financial management role effectively and efficiently. Work continues to assess the transformational benefits to be derived from changing the way the Council undertakes financial management, and to redesign financial processes to support change. A new ICT system is required, and a plan has been developed to implement a new system by April 2013. The invitation to tender has been issued, following the development of a specification of Council requirements. At the same time, a new structure for the Financial Management Division has been developed to support the Council's strategic financial priorities - in

essence we need more standardisation and mechanisation of basic processes, and more financial business support to budget holders. An all member briefing took place on 18 July.

- 2.11 **Corporate and Commercial Catering:** This review is in progress and is developing service recommendations for the future. Its aims are to propose new service offerings and marketing proposals to improve the service and improve its trading position. New initiatives include a long term vending arrangement, a pilot for the delivery of catering services to city centre office locations, and improvements to the service at Godiva's.
- 2.12 **Customer First and Customer Management:** These two reviews – initially incorporating an ongoing programme of work to "transfer" customer contact to the Contact Centre, and the Customer Management project to determine how the Council should develop customer service in the future – are naturally merging in the coming months as the project develops work programmes to transform customer service, which will incorporate increased self-service, greater depth of front office service, where appropriate, and face to face contact for customers who prefer it. The transfer of the council tax enquiry service to the Contact Centre is progressing. However, the complexity of the transfer and the integration of ICT systems is presenting unforeseen challenges. The importance of this service and the risks associated with the project are such that all steps are being taken to mitigate the risks and caution is being applied to the time-scale, and the go-live date has been delayed to ensure that when it takes place, there is no negative impact on customers or collection rates.
- 2.13 **Culture Change:** When the abc Programme was launched, it was recognised that an ongoing culture change programme was required, to support 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 have been presented to Council staff. Updated customer service standards have been launched both with staff and externally. In addition, a new employee recognition scheme was launched at the end of November called "Proud of our People".
- 2.14 **Public Safety and Housing:** Whilst these two reviews are separate, the interdependencies created by the development of the Street Scene Service have led to very close working and their joint communication. Both reviews are progressing to implementation in April 2012, following the completion of the formal consultation stages. Some changes are being made to the detailed design in the light of the consultation feedback.
- 2.15 **Daycare in Children's Centres:** Members will be aware of the consultation process undertaken for this review, looking at council run day care services, provided in Middle Ride, The Barley Lea, Canley, Tile Hill, Radford, Foleshill, Stoke Heath, Moat House and Bell Green Children's Centres. The consultation process ended on 12 November, and as a consequence the report presented to Cabinet at the end of November included proposals to amend the service model to reflect consultation feedback, especially from working parents who had raised concerns about their capacity to continue in work/training.
- 2.16 **CLYP Project:** Work has progressed on developing a new vision for the children's social care service (early intervention and prevention, social work services, and fostering adoption and placements), which will shape its future delivery. The direction of change for all the key components of the review is now clear and in line with the targets for the safe reduction of numbers of looked after children.

The new service model will provide a focus on effective and efficient case work and intervention based on early identification of need and targeted support for families and young people, and will address the challenges of delays in case work and processes, and high cost external placements. It will also put at its heart the needs of children and families, with a commitment to supporting and developing staff to deliver excellent service. An all Member briefing session took place on 12 September. The review is now working towards its Case for Change – options around the high level design of a new service delivery model.

- 2.17 **Advice Services:** The purpose of this project is to review advice services funded by the Council and enable Members to make decisions regarding future policy and funding. The project is at an early stage, and is working towards the completion of its baseline report, at which point we will have a full understanding of customer demand for, and current provision and quality of, advice services in Coventry. An all Member briefing session took place on 17 October.
- 2.18 **Commissioning and Strategic Procurement:** This review is looking at the Council's commissioning and purchasing functions to ensure there is consistent best practice, transparency and control, and to share information about need across services and other organisations. Following the preparation of the baseline report, it has been agreed that the review can be fast-tracked to implement best practice by developing new working methods, especially category management arrangements, stream-lining processes and new organisational structures which will support the new way of working.
- 2.19 **Income Generation:** The long list of income generating opportunities has been refined following discussions with services. Brief business cases for each opportunity (which are described in the Pre-Budget Report 2012-13 to Cabinet), are being prepared to enable a income generation proposals to be moved forward.
- 2.20 **Sustainability and Low Carbon:** The base-lining work to understand how the Council's services across the areas of carbon management and sustainability (to schools, businesses and communities in general as well as our own internal departments), is now drawing to a close. It has concentrated on understanding policies, strategies and partnerships; opportunities for carbon reduction; and setting priorities and organising staff. Work is also underway to inform the review going forward by identifying projects and "invest to save" initiatives that will deliver savings through carbon tax mitigation and energy reduction.
- 2.21 **CCTV:** The purpose of this review is to look across the Council at all services within the Council's responsibility for CCTV – urban traffic management and control, Coventry communications centre, and the CCTV operations previously managed by CVOne. The review is exploring opportunities to reduce duplication and cost, efficient and effective service delivery, and is looking at partnership working, rationalising accommodation, infrastructure and resource costs, and capitalising on Coventry's metropolitan area network, and maximising the commercial opportunities for the provision of CCTV services.

## NEW REVIEWS

- 2.22 Two new reviews have also now begun – the Council's review methodology is being used for the first time on a review jointly supported by the Council and the NHS, looking at all aspects of work ahead of the Council taking over **Public Health** functions from the NHS in 2013; and with the **Adult Social Care** world changing so rapidly, a new transformation programme has been launched, to ensure that social care can adapt and respond to the ongoing challenges and opportunities that will have to be met over the next 10-15 years. In

addition, work is being undertaken to understand the impact that the Management Restructuring exercise has had on the Council, and identify what further restructuring can take place in the future.

### 3 PwC Fees and Council Savings arising from Current Partnership Projects

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

<u>Projects in Progress</u>	<u>Fees Committed</u>	<u>Full Year Savings Target</u>	<u>Comments</u>
	£000	£000	
Financial Management	751	3,175	
Commercial Catering	38	N/A	Financial target to eliminate deficit
Customer Management	57	100	This is largely an enabling project; Most savings arise from back office re-design
Public Safety	0	300	
Housing	0	400	
Day Care in Children's Services	0	1,000	
CLYP	Not yet agreed	2,500	The fees for this project will be the subject of a report to Cabinet when agreement has been reached on the commercial arrangements. Review is also expected to deliver balanced budget as well as target savings
Advice Services	0	N/A	No target saving determined
Commissioning and Strategic Procurement	151	250	
Income Generation	0	443	
Sustainability and Low Carbon	0	269	
CCTV	0	200	
PwC Core Team support	400	N/A	See note below
<b>TOTAL (excluding CLYP project)</b>	<b>1,397</b>	<b>8,637</b>	

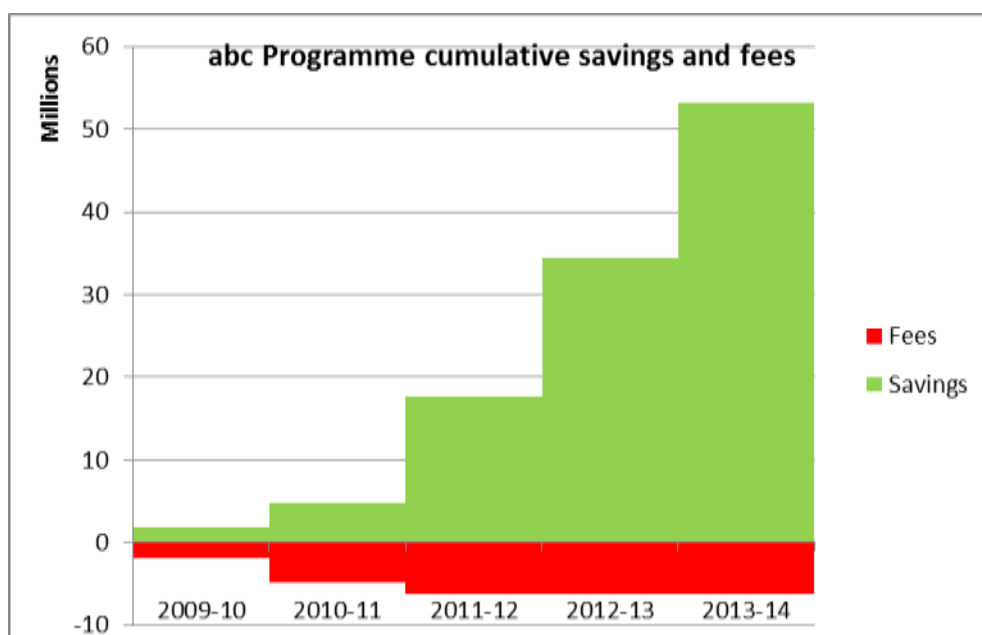
**Note:**

Fees paid to PwC, as set out above, have been based upon the terms of the Financial Advisory Framework Contract, and are paid for the delivery of service expertise, together with some project management support. Also included in the table above are PwC fees to support our Programme needs going forward (Core Team). 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 seeks

to "Review" and "Implement" projects largely with its own staff, and seek support from PwC only for specific service or project management expertise. 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.

#### 4 Overall Savings and PwC Costs

4.1 The current cumulative forecast of fees and savings over the five year period 2009-10 to 2013-14 can be depicted in the diagram below for reviews in years 1 and 2 of the Programme. (It excludes year three reviews, since final fee levels remain to be agreed for some of these reviews).



As savings delivered by reviews are ongoing, whereas PwC fees are one-off, as time passes the cumulative savings are far exceeding the costs.

#### 5 Impact on City Council Employment

5.1 Appendix One sets out the impact on City Council posts (full time equivalents) of fundamental service reviews for those reviews where new service design is sufficiently advanced to enable estimates to be made. Members will note that for some reviews, new posts have been created as well as posts deleted as a result of the new ways of working that have been developed for services. These reflect the revisions to staffing structures to enable the new ways of working to be implemented.

5.2 Overall, the table shows that a net 239 posts have been reduced. This does not mean that the same number of people have left the Council's employ as a direct result of the abc Programme – vacancy management has been put in place, and the Security of Employment Agreement has been applied to manage the post reductions. In the case of the Business Services review, for example, posts becoming vacant were not filled over a period of months in advance of full implementation to help manage the anticipated reduction in administration posts.

## **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 its major project milestones.

### Financial Implications

- 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. Members are aware from previous reports that completed reviews have contributed savings to both previous years' budgets and the medium term financial position, (and the table in paragraph 5.1 above identifies the full year savings anticipated from current reviews in progress).

### Best Value

- 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 appointment of a Strategic Partner increased the Council's capability and capacity to undertake service reviews 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.

### Human Resources

- 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.

### Trade Union Consultation

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.

### Risk Management

- 6.5 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. Attached at Appendix Three is an updated risk analysis, updating and building on the work which was presented to Scrutiny Co-ordination Committee last year.
- 6.6 Appendix Four sets out the coverage of abc Reviews in Scrutiny Work Programmes for completeness.

### Legal Implications

- 6.7 There are no specific legal implications arising from this progress report.



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Impact of Reviews on City Council Employment

<u>abc Projects completed</u>	<u>Posts Created (FTEs)</u>	<u>Posts Reduced (FTEs)</u>	<u>Net (FTEs)</u>	<u>Comments</u>
Personalisation	+51	-59	-8	
Business Services			-54	The creation of Business Services has led to a new hierarchy of posts which have replaced old Directorate based structures
Grounds Maintenance and Street Cleansing	+21	-29	-8	Net reduction of 8 FTEs represents loss of seasonal workers, although there were increases and reductions across gradings within the workforce to populate the new service model
Financial Management – stage 1	+6	-24	-18	
Commercial Waste	+6	-9	-3	
Schools Catering	+7	-8	-1	
Building Cleaning		-22	-22	
Building Control		-5	-5	Post reduction reflects downturn in activity for service which needs to balance its costs and income
Printing and Paper	+1	-7	-6	
ICT			-41	i-Cov review included transfer of posts from external provider. Reduction reflects change from both Council and external provider posts.
Management Restructure		-37	-37	Posts reduced to reflect review of management hierarchies and spans of control
Schools Improvement Service		-36	-36	Post reduction reflects loss of grant income to the Council
<b>TOTAL</b>			<b>-239</b>	

	Stages of Fundamental Service Review methodology											Appendix Two		
	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														
	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec		
Year 1 Reviews														
A08 Personalisation	New review "Transforming Adult Social Care" now moving forward											→ May 12		
A09 ABSS			*	*									✓	
A13 Money Matters	Phase 1					Phase 2		*						
A18 Food for Thought (Schools)	*									✓				
A18 Food for Thought (Commercial)	*											→ March 12		
A19 Our Space (cleaning)	*									✓				
A22 Customer 1st	To be combined with A25													
Year 2 Reviews														
A25 Customer Management			♦				♦	♦	CMB Away Day 10/11					
A27 All Change												→ March 13		
A30 Public Safety				●						*		→ March 12		
A31 Day Care Children's Centres				●						*		→		
A33 Housing				●						*		→ March 12		
Year 3 Reviews														
A37 Advice Services														
A39 Income Generation										♦	♦			
A40 Commissioning										♦	♦	♦		
A41 Risk Management				♦	♦							✓		
A45 CLYP Project					♦						♦	♦		
A46 CCTV														
A47 Sustainability & Low Carbon										♦				
A48 Statutory/Non-Statutory														
										No of reviews/projects in implementation stage:		5	5	

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## Appendix Three

### Analysis of Project Risk

As indicated in paragraph 8.6 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.

<u>Review</u>	<u>Acceptability</u>	<u>Implementation</u>	<u>Benefits Realisation</u>	<u>Reputational</u>
Financial Management	Transformational new model of delivery will take time to embed	The second phase of the new service model is dependent upon the implementation of new ICT systems.	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
Commercial Catering	Changes to service delivery will require careful management	No known issues	No known issues	Changes to service will influence customers' use of the service
Customer First and Customer Management	This review will be proposing significant improvement in the way customers engage with the Council. These should be very positive for customers.	The implementation is dependent on the introduction of ICT systems, which will need to be prioritised alongside other Council ICT projects	This is an enabling project, but the potential qualitative benefits are very significant	Implementation needs to be carefully managed to reduce any potential impact on customers
Public Safety	No known issues	No known issues	Service improvements and savings are deliverable	New model of service delivery will need to minimise any adverse effects for service users
Housing	No known issues	No known issues	Changes arising from feedback from consultation may impact	New model of service delivery will need to minimise any adverse

<u>Review</u>	<u>Acceptability</u>	<u>Implementation</u>	<u>Benefits Realisation</u>	<u>Reputational</u>
			on financial savings target	effects for service users
Day Care in Children's Centres	Consultation feedback has shown that the original proposals for a new service delivery model were less attractive for parents and carers than the current arrangements	Consultation process has had an impact on project timetable	The timing and value of the financial savings have been affected by the outcomes of the consultation process	New model of service delivery will need to minimise any adverse effects for service users.
CLYP	This is a major review which is covering a high priority service and is likely to require difficult decisions	The expected changes to the current service delivery model may not meet with the universal approval of staff	Eliminating the current overspending and achieving the savings target represent a major challenge, whilst ensuring that children remain safe	Child care and protection are very significant issues – service changes will need careful risk management
Advice Services	This review is covering a service which is very important to disadvantaged communities	No major issues identified at this stage	No major issues identified at this stage	No major issues identified at this stage
Commissioning and Strategic Procurement	No major issues identified at this stage	The expected changes to the current service delivery model may not meet with the universal approval of staff	No major issues identified at this stage	No major issues identified at this stage
Income Generation	No major issues identified at this stage	No major issues identified at this stage	No major issues identified at this stage	The impact of increases in charges or new charges will have to be managed with customers
Sustainability and Low Carbon	No major issues identified at this stage	No major issues identified at this stage	No major issues identified at this stage	This review provides an opportunity for the Council to take a positive lead for the whole city

<u>Review</u>	<u>Acceptability</u>	<u>Implementation</u>	<u>Benefits Realisation</u>	<u>Reputational</u>
CCTV	No major issues identified at this stage	The expected changes to the current service delivery model may not meet with the universal approval of staff	No major issues identified at this stage	No major issues identified at this stage

## Appendix Four

### Coverage of abc Reviews in Scrutiny Work Programmes

This note summarises recent and *planned* Scrutiny engagement with the programme of Fundamental Service Reviews.

#### Reviews at implementation stage

Review	Scrutiny Work Programme item - planned, or most recent consideration
Business Services	<ul style="list-style-type: none"> <li>16<sup>th</sup> February 2011 - All Member briefing</li> <li><i>Date to be determined in 2012/13 municipal year - post implementation report (SB1)</i></li> </ul>
Customer First	<ul style="list-style-type: none"> <li>23<sup>rd</sup> March 2011 - All Member Briefing</li> <li>20<sup>th</sup> December 2011 - Task and Finish Group report back on work carried out between August and November (Scruco)</li> </ul>
ICT	<ul style="list-style-type: none"> <li>12<sup>th</sup> January 2011 - update prior to implementation (SB1)</li> <li>6<sup>th</sup> July 2011 – progress following implementation (SB1)</li> <li>3<sup>rd</sup> January 2012 - <i>Update on savings (SB1)</i></li> <li>13<sup>th</sup> March 2012 - <i>post implementation review (SB1)</i></li> </ul>
Grounds Maintenance and Street Cleansing	<ul style="list-style-type: none"> <li><i>Date to be determined - post implementation review (Scruco)</i></li> <li>29<sup>th</sup> February 2012 - <i>progress update (SB4)</i></li> </ul>
Money Matters	<ul style="list-style-type: none"> <li>18<sup>th</sup> July 2011- All Member Briefing</li> </ul>
Schools Catering	<ul style="list-style-type: none"> <li>6<sup>th</sup> Feb 2012 - <i>progress following implementation of new model in September 2011 (SB1)</i></li> </ul>

#### Reviews in progress

Review	Scrutiny Work Programme item – planned, or most recent consideration
Advice Services Review	<ul style="list-style-type: none"> <li>17<sup>th</sup> October 2011 - All Member Briefing</li> <li>6<sup>th</sup> February 2012 - <i>progress report (SB1)</i></li> </ul>
Children's Centres, Fostering and Adoption and Children's Social Care Casework	<ul style="list-style-type: none"> <li>12<sup>th</sup> September 2011 - All Member Briefing</li> <li>3<sup>rd</sup> November 2011 progress update (SB2 informal meeting)</li> <li>10<sup>th</sup> January 2012 - All Member Briefing</li> <li><i>Task and finish group (Children's Centres) set up 17<sup>th</sup> November, 2011, to report before report is considered by Cabinet on 14<sup>th</sup> February, 2012</i></li> </ul>
CCTV	<ul style="list-style-type: none"> <li>18<sup>th</sup> January 2012 <i>progress report (SB4)</i></li> </ul>
Commercial Catering	<ul style="list-style-type: none"> <li>6<sup>th</sup> February 2012 progress report (SB1)</li> </ul>
Customer Management	<ul style="list-style-type: none"> <li>23<sup>rd</sup> March 2011 - All Member Briefing</li> <li>20<sup>th</sup> December 2011 - Task and Finish Group report back on work carried out between August and November (Scruco)</li> </ul>
Day Care	<ul style="list-style-type: none"> <li>28<sup>th</sup> July, 2011 - agreed involvement in the consultation process (SB2)</li> <li>13<sup>th</sup> October, 2011 - discussed consultation results and made recommendations to Cabinet (SB2)</li> </ul>

<b>Review</b>	<b>Scrutiny Work Programme item – planned, or most recent consideration</b>
Housing	<ul style="list-style-type: none"> <li>• 13<sup>th</sup> July 2011 - progress report (SB3)</li> <li>• date to be determined - update on implementation (SB3)</li> </ul>
Income Generation	<ul style="list-style-type: none"> <li>• 13<sup>th</sup> October 2011 - progress report (SB1) (Also linked to task and finish group on charging for services to schools which reported to SB1 21<sup>st</sup> November and Cabinet 29<sup>th</sup> November 2011)</li> </ul>
Public Safety	
Strategic Procurement and Commissioning	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> February 2012 - update to be provided alongside Procurement Strategy progress report (SB1)</li> </ul>
Sustainability and Low Carbon Economy	<ul style="list-style-type: none"> <li>• 7<sup>th</sup> December 2011 - update included as part of discussion on wider range of sustainability and low carbon issues including Climate Change Strategy (SB4)</li> </ul>
Transforming Adult Social Care	<ul style="list-style-type: none"> <li>• date to be determined – briefing on new review (SB5)</li> </ul>
Transforming Public Health	<i>Nothing currently planned, although consideration is being given to a Member briefing about wider changes to the NHS and subsequently briefing on this review in this wider context.</i>