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### Scrutiny Co-ordination Committee

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#### **Time and Date**

10.00 am on Thursday, 11 April, 2024

#### **Place**

Diamond Rooms 1 and 2 - Council House, Coventry

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#### **Public Business**

1. **Apologies and Substitutions**

2. **Declarations of Interest**

3. **Minutes**

(a) To agree the minutes of the previous meeting held on 11 March, 2024  
(Pages 3 - 6)

(b) Any matters arising

4. **Exclusion of Press and Public**

To consider whether to exclude the press and public for the item of private business for the reasons shown in the Briefing Note.

5. **Parking Enforcement and Road Safety** (Pages 7 - 16)

Briefing Note of the Director of City Services

6. **Complaints Policy and Procedure Task and Finish Group** (Pages 17 - 44)

Report of the Task and Finish Group

7. **Rebuilding Drug and Alcohol Treatment and Recovery Services** (Pages 45 - 70)

Briefing Note and Report of the Director of Public Wellbeing and Health

8. **Scrutiny Co-ordination Committee Work Programme and Outstanding Issues 2023/20246** (Pages 71 - 76)

Report of the Director of Law and Government

9. **Any Other Items of Public Business**

Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

**Private Business**

10. **Rebuilding Drug and Alcohol Treatment and Recovery Services** (Pages 77 - 86)

Briefing Note of the Director of Public Health and Wellbeing

(Listing Officer: A Allen email [Amander.allen@coventry.gov.uk](mailto:Amander.allen@coventry.gov.uk))

11. **Any other item of private business**

Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved

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Julie Newman, Director of Law and Governance, Council House, Coventry

Wednesday, 3 April, 2024

Note: The person to contact about the agenda and documents for this meeting is Suzanne Bennett, Governance Services - Telephone: 024 7697 2299 E-mail: [suzanne.bennett@coventry.gov.uk](mailto:suzanne.bennett@coventry.gov.uk)

Membership: Councillors N Akhtar (Chair), M Ali, P Male, C Miks, G Ridley, E Ruane, R Singh, R Thay (Deputy Chair) and CE Thomas

By invitation Councillors P Akhtar, R Brown C Caan, G Hayre, P Hetherington, AS Khan, G Lloyd

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**Suzanne Bennett, Governance Services - Telephone: 024 7697 2299  
E-mail: [suzanne.bennett@coventry.gov.uk](mailto:suzanne.bennett@coventry.gov.uk)**



The report summary stated that the UK had committed to reduce the carbon emissions associated with its public buildings compared to 2017 levels by 50% by 2032 and 75% by 2037. To support this, the Department for Energy Security and Net Zero (DESNZ) had continued offering the Public Sector Decarbonisation Scheme (PSDS), but now required a local match contribution. The PSDS grant scheme provided grants of up to £325 per tonne of carbon emissions saved by capital energy efficiency and heat decarbonisation projects that directly reduce fossil fuel use.

Coventry City Council had previously been successful in Phase 1 of the grant scheme which has helped the Council reduce emissions from its buildings and schools by over 1000 tonnes of carbon per year.

Coventry City Council submitted a bid to the Phase 3c grant scheme to support the delivery of a second phase of building decarbonisation projects. Due to the change in criteria for the PSDS grant, a smaller pipeline of buildings than in Phase 1 had been identified as suitable candidates for Phase 2. The proposed scope of works had a combined project value of up to £1.85m with a maximum grant contribution of £786k available via the PSDS grant scheme. It was proposed that match funding for the project be provided by the Council on an “invest to save” basis. Any investment would look to be recovered through revenue savings achieved from reductions in the buildings’ energy bills. Overall, the project was targeting carbon savings of up to 174 tonnes of carbon per year and estimated net savings of £40k per year after repayment of financing costs.

The Committee discussed the following:

- The position of using prudential borrowing to provide the match funding for the grant.
- The interest rate uncertainty and the fact that the interest rate would be fixed for the duration of the loan.
- The fact that there were opportunities for the costs to come down but that costs are fixed so cannot go up.
- The potential to obtain a lower interest rate if the loan is arranged at a later date and what this date potentially could be. The rate of 5.5% had been factored into the business plan and were lower rates identified this would allow larger savings.
- The £40,000 was an annual saving over the lifetime of the project after interest payments on borrowing were covered.
- Taking out the loan did not affect the potential for the Council to borrow on other projects in the future.
- The properties identified were all used for key frontline service requirements and are not currently being considered for disposal. The completed works would likely improve the asset value and ability for lease if disposal is required in future.
- The concerns the committee had for the overall financial position of the Council and whether this was an area of priority for investment of funds.

**Resolved that the Committee note the report and recommend that Cabinet:**

**1) Support the recommendations in the report**

**2) Note the concerns of Scrutiny Co-ordination Committee regarding the financial position of the project and the importance of ensuring the most beneficial interest is obtained.**

**50. Strategic Energy Partnership Update**

The Committee considered a briefing note and presentation which provided an update on progress of the Council's Strategic Energy Partnership with E.ON.

The Strategic Energy Partnership, a non-incorporated joint venture between the Council and E.ON, was formed in September 2023 following a competitive dialogue procurement process. The initial term of the partnership was 15-years, with the option for the Council to extend for up to 25 years.

The main aim was to support decarbonisation in Coventry on the journey towards net zero, with a focus on projects that deliver environmental, economic and social benefits to the city.

The Strategic Energy Partnership provided the expertise, resource, investment and innovation to help support the delivery of the Council's Climate Change Strategy and the One Coventry Plan.

The briefing note captured progress over the first six months of the partnership and future plans.

The Committee asked questions and received responses on a number of issues including around the procurement process and any benefits or risks associated with the venture and its ability to provide the expertise and investment to help support the delivery of the Council's Climate Change Strategy and the One Coventry Plan.

Following consideration of the information submitted, the Committee requested further information on the following:

- Data on the criteria and priority of retrofitting homes
- Data on EPC ratings (including privately owned properties)
- Possibility of installation of charging points for mobility scooters
- Possibility of generating energy from Coventry's rivers.
- How value for money is ensured at each stage of the process
- Income generation from EV charging (and noted that this would be considered by the Business, Economy and Enterprise Scrutiny Board 3)
- Future investment in water quality from Severn Trent

**RESOLVED that the Committee agreed to:**

- 1) Refer future Cabinet reports for projects that reached Gateway 4 (Detailed Business Case) to the relevant Scrutiny Board**
- 2) Receive regular updated regarding the overall progress of the Strategic Energy Partnership**

**51. Scrutiny Co-ordination Committee Work Programme and Outstanding Issues 2023-2024**

The Work Programme was noted.

There were no outstanding issues.

**52. Any Other Items of Public Business**

There were no other items of public business.

(Meeting closed at 11.50 am)



Coventry City Council

## Briefing note

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**To: Scrutiny Co-ordination Committee**

**Date: 11 April 2024**

**Subject: Parking Enforcement and Road Safety**

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### **1 Purpose of report**

- 1.1 The purpose of this Briefing Note is to raise awareness of the Council's Civil Parking Enforcement function and to inform Scrutiny Co-ordination Committee of current activities and arrangements relating to parking enforcement by providing an overview of key priorities and performance.

### **2 Recommendations**

- 2.1 Members of the Scrutiny Co-ordination Committee are recommended to:
- a) Note the actions and initiatives in place to tackle the key parking enforcement priorities.
  - b) Make recommendations as appropriate to the Cabinet Member (Policing and Equalities) and the Cabinet Member (City Services).

### **3 Background and information**

- 3.1 The Council has been responsible for parking enforcement in Coventry since April 2005 when the function was decriminalised and transferred from the West Midlands Police. As a result, the Police have very little day to day involvement with the activity and nowadays their powers are limited to the enforcement of dangerous and obstructive parking in areas that fall outside of the Council's remit, (e.g. where there are no parking restrictions, white zigzags near pedestrian crossings, moving traffic offences).
- 3.2 Since March 2008, Civil Parking Enforcement has operated under Part 6 of the Traffic Management Act 2004. Amongst other things, the legislation requires the Council to ensure its parking policies are effective, appropriate, consistent, fair, and transparent.
- 3.3 The legislation also states that any financial surpluses that are generated from Civil Parking Enforcement are 'ring fenced' and can only be used to fund the service, highway improvements or traffic safety schemes.
- 3.4 Parking Enforcement should not therefore, be used as a means for raising revenue for the Council.

- 3.5 Parking can be an issue for local communities, and members of the public often express concerns about inconsiderate parking, verge and footway parking, obstructive and dangerous parking. It is important therefore, that the approach to parking management is informed by an understanding of the enforcement regime which together with traffic management, provide benefits to road users, including pedestrians, cyclists, motorists in general.
- 3.6 Parking enforcement is integral to the Council's wider transport strategies and the main aims are to:
- Improve road safety
  - Improve access for public transport, public service vehicles and emergency services vehicle
  - Act as a deterrent to inconsiderate and dangerous parking
  - Improve traffic flows
  - Reduce traffic congestion which in turn will improve air quality
- 3.7 The Council's Parking Service undertakes the following functions and activities:
- Civil parking enforcement
  - Bus lane and enforcement
  - Moving traffic enforcement
  - Parking appeals service
  - Resident parking scheme management
  - Car park management
- 3.8 Historically, car park management was undertaken by CV One, the former City Centre Management company. The function was amalgamated into Parking Services in November 2012 when CV One was disbanded. This helped to remove duplication of effort and to deliver significant cost and efficiency savings. As a result, the management of the Council's private and public car parks, and civil parking enforcement duties are undertaken by the in-house Parking Services.
- 3.9 In May 2022, legislation was updated to allow local authorities outside London the power to adopt moving traffic enforcement (e.g. banned left / right and U turns, driving in no entry zones, stopping in yellow box junctions etc.) which historically were enforceable by the Police only. Coventry was granted the powers to carry out MTE during July 2023.

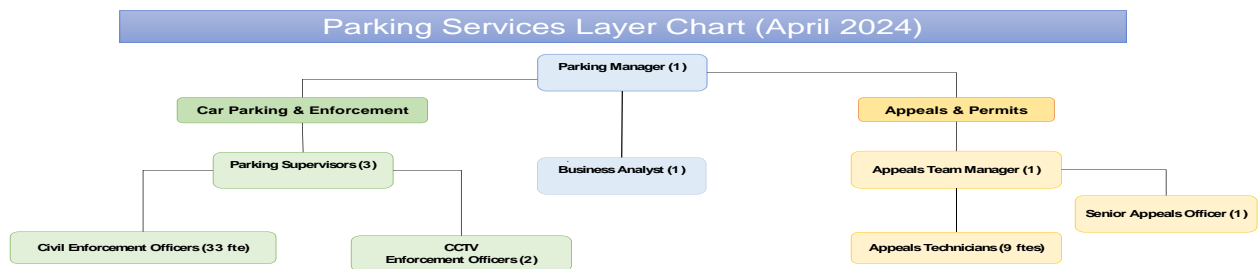
#### **4 Civil Parking Enforcement**

- 4.1 Civil Parking enforcement is not always popular and is a contentious and emotive subject. However, it is vital to improve road safety and traffic flows, whilst reducing congestion and improving access for essential public and emergency services vehicles together with public transport.
- 4.2 The parking enforcement function is carried out 364 days a year with Christmas Day the only day when the service is closed.
- 4.3 **Staff Resources**
- 4.4 Coventry's Parking Services are delivered by an in-house team comprising 51 posts as follows:



- Parking Manager [1]
- Parking Supervisors [3]
- Civil Enforcement Officers [33]
- Business Analyst [1]
- Parking Appeals Manager [1]
- Appeals Technicians [10]
- CCTV Enforcement Officers [2]

Please see the organisation chart below:



Total 51 fte

#### 4.5 Civil Enforcement Officers (CEOs)

- 4.6 The CEOs are the public face of parking enforcement and the way that the staff perform their duties is crucial to its success and the public's perception. The officers provide a highly visible, uniformed presence and act as the first port of call to the public.
- 4.7 CEOs need to be professional and efficient, and often deal with difficult and challenging circumstances. Regrettably, CEOs are regularly on the receiving end of verbal and physical assaults from members of the public and this is a nationwide problem in the industry.
- 4.8 It is well known that violence and aggression towards CEOs is on the increase, and this presents a further challenge to the successful recruitment of employees into the role. Suffice to say, it requires a special type of character to be a CEO.
- 4.9 Nowadays, CEOs wear body cameras to help reduce the number of assaults or to capture video evidence to assist with prosecutions when it does happen.
- 4.10 The overarching aim of the CEO is to ensure that parking regulations are observed and enforced in a professional, fair, accurate and consistent manner. Their main duties and responsibilities are:
- To monitor vehicle parking in relation to the restrictions.
  - Encourage considerate parking and discourage inconsiderate parking behaviour.
  - Educate the public to improve parking habits.
  - Minimise illegal parking through enforcement measures where required.
  - Inspecting and repairing parking equipment.

#### **4.11 Operational Arrangements**

- 4.12 The 33 Civil Enforcement Officers (CEOs), formerly known as Traffic Wardens, are organised into three teams of eleven under the day-to-day line management of the three Parking Supervisors.
- 4.13 The CEOs work a rotating shift pattern during Monday to Sunday between 07:30am to 19:15pm.
- 4.14 There are currently 4 vacant CEO posts within the service. Staff recruitment, coupled with high levels of sickness absence, are two of the main operational challenges that the service faces.
- 4.15 Due to staff shortages and demands on the operation, the permanent enforcement staff is supplemented by a cohort of up to eight temporary Civil Enforcement Officers provided by an external contractor (NSL Ltd) who provide cover between 2pm until 10pm.
- 4.16 The parking team enforce on and off-street restrictions where there is traffic regulation order (TRO). A TRO is a legal document that sets out how the Council (or other enforcement authority) will control and regulate the use of the road, including parking arrangements.
- 4.17 Suffice to say that CEOs can only issue PCNs where there is a contravention of a TRO and they do not enforce in line with the Highway Code.
- 4.18 Here are examples of TROs that are enforceable by CEOs are:
- on street restrictions (e.g. single or double yellow / red lines)
  - on and off-street parking places
  - bus lanes / gates
  - resident parking schemes
  - taxi ranks
  - disabled parking bays
  - limited waiting parking places
  - school keep-clears
  - dropped crossing and tactile crossings

#### **4.19 CEO Deployment**

- 4.20 The city centre is where most traffic congestion occurs and naturally, it requires a greater level of resource than other areas of the city, to enforce effectively. The city centre, including the Council operated car parks, are patrolled by CEOs throughout the day. The officers are also responsible for ensuring that parking equipment is fully operational to minimise downtime and loss of revenue.
- 4.21 Elsewhere, staff deployment arrangements are informed by different factors including:
- Traffic regulation orders
  - Enforcement and road safety data
  - Historic trends and parking patterns
  - Complaints / intel / Elected Member priorities
  - Parking demands
  - School drop-off / pick up times

- Events and sports fixtures
- Reactive response

#### **4.22 Observation Periods and grace periods**

- 4.23 In most situations the CEO will allow an observation period (normally 5minutes) to elapse between first observing the vehicle and the issue of the PCN. This is to satisfy the officer that loading or unloading is not taking place, where this is permitted.
- 4.24 With certain contraventions, however, (e.g. stopping on the red route, yellow zigzags outside schools, parking where there is a loading / unloading ban), the observation time is not appropriate and parking tickets can be issued instantly.
- 4.25 Observation periods are good practice and are not mandatory. Therefore, the Council reserves the right to reduce or remove the observation time to address local parking problems. An example would be where drivers persistently contravene parking restrictions to access a cashpoint, or where short-term waiting on double yellow lines near to schools presents a safety hazard to children.
- 4.26 Grace periods are fundamentally different to observation periods. A grace period of 10minutes was introduced by Government 10 years ago to prevent drivers from receiving parking tickets for being just a few minutes late back to their vehicle. This applies to time limited parking bays and is a statutory requirement.
- #### **4.27 Automatic Number Plate Recognition (ANPR) camera enforcement**
- 4.28 Legislation allows the Council to enforce a limited number of parking restrictions using CCTV cameras where enforcement using traditional methods is difficult, (e.g. outside schools, red-routes, bus stops). In these situations, penalty notices are issued by post to the vehicle owner.
- 4.29 During the past few years, Parking Services has operated an enforcement car fitted with an ANPR camera, to assist with the enforcement of yellow zigzag 'School Keep Clear' restrictions outside of schools. The vehicle is clearly liveried to indicate that its intended use for enforcement purposes.
- 4.30 There are about 115 schools in Coventry, and many have more than one entrance to the school site. As such, there are about two hundred school access restrictions that need to be enforced at the same times of day during the school terms. Inevitably, this means that enforcement resources are stretched.
- 4.31 The ANPR enforcement car is an efficient way of undertaking 'school keep clear' enforcement and Parking Services aim to ensure that all schools are patrolled on a rotational basis during the school term albeit that certain schools have a bigger parking problem than others and are therefore, visited more often.
- 4.32 The enforcement car is also used to enforce the red route along the A4600, bus stops clearways, taxi ranks, and locations where there is a loading / unloading ban.
- 4.33 There are plans to introduce additional static ANPR enforcement cameras across the city later in the year with the aim of enforcing parking outside schools.
- 4.34 Parking Services uses a static ANPR camera to enforce a section of double red lines comprising about 20metres on the red route in Far Gosford St.
- 4.35 Furthermore, Parking Services undertakes enforcement of six bus lanes / bus gates across the city using static ANPR cameras under civil enforcement legislation. The

enforcement of these restrictions helps to improve the reliability of the bus service and bus journey times. Bus lanes can also significantly help reduce traffic congestion and air pollution.

## 5 Performance Levels

- 5.1 CEOs enforce illegal parking by issuing parking tickets, also known as Penalty Charge Notices (PCNs), to offending vehicles. The number of parking and bus lane PCNs that were issued during the past few years is shown in the table below:

Year	Penalty Charge Notices Issued		
	Parking	Bus Lane	Total
2023/2024	51,000	41,000	92,000
2022/2023	48,000	25,000	73,000
2021/2022	45,000	26,000	71,000
2020/2021 (Covid-19)	20,000	20,000	40,000
2019/2020	45,000	65,000	110,000

### 5.2 Penalty Charge Notices Levels

- 5.3 The aim of parking enforcement is to educate motorists and to dissuade them from breaking parking restrictions with the aim of achieving compliance - it is not about income generation.
- 5.4 The revenue collected through civil parking enforcement activities is 'ring-fenced' in line with legislation and is used to fund the service (e.g. staff salaries, equipment, uniforms, computer systems, professional fees etc.).
- 5.5 Penalty charge levels are set in line with legislation / regulations, and Coventry City Council has adopted the highest charge levels possible which are £70 and £50. These charges are reduced by 50% to £35 or £25 if the penalty charge is paid within 14 days. The charge will increase in line with process if it remains unpaid and is not appealed.
- 5.6 Where necessary, the Council will engage bailiffs [Enforcement Agents] to collect outstanding debts, and this will attract fees that are added to the total amount owed by the motorist.
- 5.7 The cost to deliver the parking enforcement operation is circa £1.2million per year. This includes the cost of the frontline enforcement function, the back-office appeals service, and the associated systems and operational overheads.
- 5.8 About 68% of parking PCNs and 75% of bus lane PCNs are paid, with the remainder being cancelled or written off if the PCN is uncollectable.
- 5.9 On average, the Council receives circa £30 for each PCN that is issued.
- ### 5.10 Enforcement challenges
- 5.11 Parking enforcement is not always popular and can be highly emotive and contentious, but it is vital to improve access to facilities and services. The enforcement function is seen as deterrent to parking problems - but it isn't the cure.

- 5.12 Vehicle ownership has grown exponentially over the decades and the number of vehicles on the roads nowadays is unprecedented. Naturally, this will lead to traffic and enforcement challenges.
- 5.13 Climate change remains a key focus and the Parking and Transport teams contribute to the management of the situation by trying to reduce congestion and ensure the free movement of vehicles, or by developing policies to encourage more sustainable travel and introducing innovative ways of enforcing.

## **6 Enforcement challenges and the plans to deal with them:**

### **6.1 Pavement Parking**

- 6.2 Pavements are constructed and provided for pedestrian use. Vehicles that are parked on pavements can cause a hazard or an obstruction to pedestrians. Those using or pushing wheelchairs or buggies may need the full width of the pavement to get past parked cars without having to negotiate kerbs to use the road. Parking on pavements also creates a danger to blind and visually impaired people.
- 6.3 However, there isn't a city-wide ban on pavement parking in Coventry or in most towns and cities across the UK. Indeed, pavement parking is encouraged in certain narrow streets where parking of cars on either side of the road would make the street inaccessible to other vehicles, especially refuse collectors.
- 6.4 If there are waiting restrictions (e.g. yellow lines) on the highway adjacent to the pavement, a parking ticket could be issued as the restrictions applies to the road and the public footpath or verge area alongside it.
- 6.5 If there are no waiting restrictions on the highway adjacent to the pavement the matter could still be reported to the Police who may deem it an "obstruction of the public highway".

### **6.6 City Centre Restricted Parking Zone (RPZ)**

- 6.7 During 2012, the Council introduced a restricted parking zone across the city centre. At that time, all double and single yellow lines were removed. In certain streets the lines were replaced with designated parking bays. At that juncture it became illegal to park anywhere on-street in the city centre other than in clearly marked designated bays. Traffic signs are located at the start and end of the RPZ to indicate that on-street parking is controlled and that restrictions apply. Smaller repeater signs are located on-street throughout the zone.
- 6.8 Most on-street parking bays in the city centre are chargeable, and drivers must pay the relevant parking fee when parked in a designated on-street parking bay.
- 6.9 The City Centre RPZ is currently being reviewed as part of the wider City Centre Traffic Management Plan (CCTMP) and changes to the existing arrangements are likely to include a red route in the city centre which is expected to be implemented from Spring / Summer 2024. In line with other red routes elsewhere in the city, the intention is to enforce 'no-stopping' on the red route using a combination of ANPR cameras and foot-patrolling CEOs.

### **6.10 Burges and Trinity Street**

- 6.11 The 'loop' comprising Trinity Street, Ironmonger Row and Burges has historically been a parking hotspot and notoriously difficult to enforce. Consequently, the area was often heavily congested with vehicles, including buses and taxis, which were unable to navigate a way through the congestion.

6.12 During the summer 2023, a new bus gate restriction was introduced on Hales Street which limits access to the area between 10am – 6pm daily. This has had a noticeable benefit on traffic flows and the environment as there are far fewer vehicles using the street making it safer to use and improving it for pedestrians.

### 6.13 **Parking Hotspots**

6.14 Aside from the city centre and parking outside schools, there are district centres and locations across the city that attract large numbers of vehicles which present different enforcement challenges throughout the day, including:

- Walsgrave Rd (Ball Hill)
- Walsgrave Hospital
- Foleshill Rd
- Stoney Stanton Rd
- Hillfields
- Earlsdon
- Cheylesmore
- Coventry Building Society Arena
- Jubilee Crescent in Radford
- Coundon
- Resident parking schemes (about 30)









6.15 Although the impacts of parking problems are similar across the city, there is no panacea or single solution to the issues and each situation must be considered based on its specific circumstances.


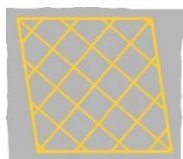
### 6.16 **Moving Traffic Enforcement (MTE)**

6.17 Changes to legislation came into effect in May 2022 meaning local authorities outside of London can apply to adopt powers to enforce certain moving traffic offences, which traditionally have only been enforceable by the Police. The changes to legislation grant Councils the ability to issue fines for the following traffic (not parking offences) offences:

- banned right or left turns
- blocking a yellow box junction
- travelling the wrong way in a one-way street
- no entry zones
- illegal U turns
- driving in pedestrian zones
- driving in bus and pedal cycle lanes
- one way traffic
- goods vehicles exceeding maximum weight limits

6.18 Here are examples of the restrictions and signs that are enforceable under the legislation:

Description	
No right turn for vehicular traffic	
No left turn for vehicular traffic	
No U-turns for vehicular traffic	
No entry for vehicular traffic (when the restriction or prohibition is one that may be indicated by another traffic sign subject to civil enforcement)	
Entry to and waiting in a pedestrian zone restricted	
Entry to and waiting in a pedestrian and cycle zone restricted	
Motor vehicles except solo motorcycles prohibited	
Solo motorcycles prohibited	

Description	
Goods vehicles exceeding the maximum gross weight indicated on the goods vehicle symbol prohibited	
Box junction markings	

6.19 Coventry City Council submitted a successful application to the DfT in 2023 and is now able to implement MTE measures. This will require the installation and use of static ANPR cameras at known locations to help tackle the issues which present a risk to road safety and add to traffic congestion.

## 7 Health Inequalities Impact

- 7.1 Tackling illegal parking and traffic manoeuvres through enforcement initiatives will help to reduce congestion and improve air quality by reducing pollution, whilst improving road safety.
- 7.2 A transition from petrol and diesel vehicles to low emission vehicles, and promoting active travel e.g. cycling or walking, will help to improve the air quality and generate public health benefits from increased physical activity.

### Report Author(s):

**Paul Bowman**  
 Parking Manager (Parking Services)  
 Transportation and Highways

Telephone: 024 76 972200  
 Email: [paul.bowman@coventry.gov.uk](mailto:paul.bowman@coventry.gov.uk)





## Briefing Note

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**To: Scrutiny Co-ordination Committee**

**Date: 11<sup>th</sup> April 2024**

**Subject: Complaints Policy and Procedure Task and Finish Group**

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### **1 Purpose of the Note**

- 1.1 To inform Scrutiny Co-ordination of the recommendations from the Complaints Policy and Procedure Task and Finish Group

### **2 Recommendations**

- 2.1 Scrutiny Co-ordination Committee are recommended to recommend:
- 1) That the Cabinet Member for Strategic Finance and Resources:
    - a. Updates the Complaints Policy and Process as suggested by the T&F Group (Appendix A)
    - b. Identifies timescales for implementation of the electronic complaints system to deal with complaints,
    - c. Considers future strategic planning opportunities including the budgetary implications for savings from an alternative CRM system.
  - 2) That a report on progress on the recommendations made to the Cabinet Member above be added to the Work Programme for the Municipal year 2024-25.

### **3 Information and Background**

- 3.1 At their meeting on the 20<sup>th</sup> September 2023, Scrutiny Co-ordination Committee agreed to establish a Task and Finish Group to be involved in a review of the Council Complaints Policy and Procedure.
- 3.2 Membership of the task and finish group was:
- Cllr N Akhtar (Chair)
  - Cllr Ali
  - Cllr Gardiner
  - Cllr R Singh
  - Cllr Thomas
- 3.3 As part of their annual summary of complaint statistics the Local Government and Social Care Ombudsman included the Chair of Scrutiny Co-ordination Committee,

as an opportunity to “to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve”.

- 3.4 The letter and report are considered in detail by the Leader at his Cabinet Member meeting, as well as Ethics Committee and Audit and Procurement Committee.
- 3.5 The Task and Finish Group were invited to be involved in the review of the Complaints Policy and Procedure to ensure that the process is easy to access and understandable for everyone involved, particularly members of the public.

#### **4 Meetings of the Task and Finish Group**

- 4.1 The Task and Finish Group met three times. The first meeting was to agree the scope of the Task and Finish Group, as well as to provide some background on context to the work being planned. The scoping document can be found at Appendix B.
- 4.2 Officers provided a presentation to members of the Task and Finish Group, which covered the wider aspects of the CovConnects programme which the complaints policy and procedure was part of. The presentation covered the previous approach to dealing with complaints as well as identifying areas of improvement and areas for re-design.
- 4.3 Members discussed the following:
  - There are unlikely to be savings but better service provision.
  - Need to have the right processes before a system can be built.
  - Links with Members Casework Management tool to be explored.
  - Training for staff to deal with complaints and soft skills to manage engagement with residents.
  - Where complaints come in from Members – the need to be kept involved in the process and updated to be built into the process design.
  - The possibility of including surveys of complainants to be shared with elected members at some point in the future.
- 4.4 It was agreed that a renewed policy should include the following:
  - Differentiation between contacting the Council, service requests and complaints.
  - Some case studies or flow charts as to how a complaint will be handled.
- 4.5 The next meeting enabled members of the Task and Finish Group to go through the amended complaints policy in detail. Comments and amendments made by the Task and Finish Group can be seen in the annotated draft Complaints Policy and Procedure in Appendix A, including a flow chart of the process in Appendix 4 of the draft Policy.
- 4.6 Meeting three enabled members of the Task and Finish Group to understand the updated complaints procedure in more detail as well as identify next steps and recommendations to the Cabinet Member.
- 4.7 Members considered a presentation (Appendix C) on progress and discussed the following:
  - The benefits and challenges of the informal resolution stage for complaints and how it has reduced the number of formal complaints by 68%.

- The structure and capacity of the complaints service and the introduction of the new service manager who will start on the 1st of May.
- The areas that still need to be worked on, such as checking the Ombudsman code, creating training and response standards, reporting, and learning from complaints, and reviewing the templates and systems.
- The issues around a single point of contact and potentially violent persons processes and how they can be improved and aligned with data protection and customer service principles.
- The opportunities and implications of exploring Customer Relationship Management systems and how they can support the complaints process and the resident experience.
- The feedback and suggestions from the task and finish group on the draft policy and process and how they will be incorporated into the final document.

4.8 Members of the Group identified recommendations for the Cabinet Member and requested that a progress report come back to Scrutiny Co ordination Committee during the next Municipal year.

Appendix A: Annotated draft Complaints Policy and Procedure

Appendix B: Scoping Document

Appendix C: Progress Presentation

Gennie Holmes  
Scrutiny Co-ordinator  
Law and Governance  
[gennie.holmes@coventry.gov.uk](mailto:gennie.holmes@coventry.gov.uk)

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# Corporate and Statutory Complaints

## Policy & Procedure

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## 1. Policy Statement

- 1.1 Coventry City Council is committed to providing excellent customer service and wants to encourage all residents to be involved in the decisions that it makes and in the development of its services. Resident feedback is an important part of this involvement, and the Council therefore welcomes compliments, comments, and complaints from its residents to help improve Council services.
- 1.2 The Council will ensure it delivers a better service by monitoring its performance in dealing with comments, compliments, and complaints. It will ensure that it follows a standard procedure to achieve consistency in how it deals with complaints and compliments and that comments are used for improving services.

## 2. Complaints Procedure

- 2.1 The aims of the Complaints Procedure are to make sure that:
- The Corporate and Statutory Complaints Procedure is simple and as straightforward as possible for residents to make complaints about Council services.
  - Every effort to resolve complaints informally will be taken in the first instance where services deem it appropriate.
  - Complaints are dealt with quickly, effectively and in a fair and honest way within the set timescales.
  - The complainant feels that their complaint has been thoroughly investigated and responded to, even if the outcome may not uphold their complaint.
  - The complainant is kept informed of the progress of their complaint and is told who is dealing with it.
  - There are lessons learned from complaints to help drive forward service improvements.
  - The policy is fully understood by all services, staff, and officers of the Council.
  - All compliments and comments are recorded and forwarded to the relevant section for action as appropriate.
  - The Council meets its duty to promote equality in the way it delivers its services and that there are no discriminatory barriers to accessing and receiving services.
- 1.1 It is always preferable for complaints to be resolved informally, and ~~so wherever~~ therefore efforts should be made to settle matters informally and particularly before progressing to the next stage of the Complaints process.

## 3. What is a complaint?

- 3.1 Complaints are a result of dissatisfaction with the service provided. An first initial request for a service or missing service is not a complaint and for the purpose of this procedure a complaint has been defined as:

**Commented [GH1]:** Complainants should be informed of the process as well as progress.

**Commented [GH2]:** Complainants should be informed of timescales.

**Commented [GH3]:** Information needs to be in plain English

**Commented [GH4]:** Will informal resolution be included in the annual reporting processes, as well as lessons learned?

**Commented [GH5]:** Should be picked up on the Speak Up webpage to make it clear that service requests can be made in the same formats as complaints

**'Any expression of dissatisfaction about the standard of service, actions, or lack of action by the Council or its employees, which the customer feels should have been provided'.**

3.2 The Complaints Procedure is intended to cover issues such as:

- A [failure or repeated](#) failure to provide a service at the level or standard expected by the Council.
- The unhelpful attitude of a Council employee
- Neglect or delay in answering a query or responding to a request for a service.
- A failure to follow the Council's agreed policies, rules, or procedures.
- A failure to consider all information in coming to a decision.
- A failure to inform people of their rights.
- Malice, bias, or unfair discrimination, and discrimination or harassment on the grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, and sexual orientation.

3.3 Customer comments, [first](#) requests for service, or [first](#) reports of problems are not considered to be complaints and will not be recorded as such.

#### 4. Who can complain?

4.1 Anyone receiving or seeking a service from the Council or anyone acting for those unable or unwilling to complain personally, i.e., a 'representative' can make a complaint. A 'representative' is someone acting on behalf of a complainant where that person is unable to make the complaint themselves or has asked the person to act on their behalf.

4.2 [If the Council has cause to believe that a representative is not acting in the best interests of a complainant or they are not a suitable person to represent them, or does not have permission from the complainant,](#) the complaint will not be considered, and both the complainant and the representative will be advised accordingly in writing.

4.3 Complainants can contact their local Councillor or Member of Parliament for help or support with their complaint at any stage. If they do not know who their Councillor or Member of Parliament is they should telephone 024 7683 1039 or visit the Council's website at [www.coventry.gov.uk/electedrepresentatives](http://www.coventry.gov.uk/electedrepresentatives) Councillors and MPs – Coventry City Council

**Commented [GH6]:** Reword for clarity

**Commented [GH7]:** There should be a clear definition of a suitable person i.e. commissioned advocate. To ensure representatives have permission to complain on behalf of someone else

#### 5. Making a complaint

5.1 A complaint can be made to any employee either by telephone, [Council's social media accounts](#), e-mail, or writing. The Council is committed to ensuring that all people are given full and equal access to the Complaints Procedure.

5.2 The Council has set up a dedicated telephone line to help customers register their comments, compliments, or complaints by telephoning 0800 269851.

5.3 In addition, the Council will ensure that the Complaints Procedure is accessible via:

- website [www.coventry.gov.uk/speakup](http://www.coventry.gov.uk/speakup)

**Commented [GH8]:** Preferred format for contact should be continued throughout process.



- o receiving complaints in writing or by e-mail [speakup@coventry.gov.uk](mailto:speakup@coventry.gov.uk)
- o receiving complaints by the Council's social media channels listed at <http://www.coventry.gov.uk/socialmedia>
- o making sure, where necessary, translation and interpretation services are made available within reasonable timescales.
- o Using technology to support accessibility, such as interpretation services for sign language and chat facilities as appropriate.
- o making sure that complaint forms are available in other formats on request.
- o accepting and responding to correspondence in appropriate formats (e.g., large print, audiotape, ~~computer disc~~ and Braille).

5.4 Complainants will be asked to provide equality monitoring information to help the Council make sure that all groups of people access and use the Complaints Procedure and are treated fairly.

**Commented [GH9]:** Need to make sure it's clear that it's a voluntary process

## 6. Withdrawing a complaint

6.1 A complaint can be withdrawn verbally or in writing at any time by the complainant or the representative. The withdrawal of a complaint will be acknowledged in writing.

6.2 If at any time a complainant decides not to pursue a complaint further the relevant service must decide if the matter has been satisfactorily concluded. Any outstanding issues to be investigated or addressed will be followed up in accordance with internal management review procedures and not the complaints process.

**Commented [GH10]:** Further clarification needed on this paragraph

## 7. Contracted out services.

7.1 Where the service complained about is provided by a contractor, the contractor will be required to investigate and respond in the first instance. Customers who remain dissatisfied after their complaint has been investigated by the contractor will be able to request a review of the complaint by the Council department that manages the contract.

## 8. Compliments and Comments

8.1 It is recognised that customers may express disappointment, disagreement, or observations about services without necessarily wanting to complain. Feedback of this nature will be recorded as a comment on the central system and forwarded to the relevant service area for consideration and action. Customers will not receive an acknowledgement of this unless they specifically ask for one. Comments can be made by telephone, social media, e-mail or in writing.

8.2 Customers may also provide compliments or expressions of gratitude to officers or services. These will be recorded and forwarded to the relevant service area for feedback. Compliments can be made by telephone, social media, e-mail or in writing.

**Commented [GH11]:** Any comments or compliments are passed on to the service. If the service are able to contact then we will respond to acknowledge and ask if they want more - has been going down well. Only since 8<sup>th</sup> Jan but going forward may not have resource but are at the moment. Possibility of looking at AI to provide automated acknowledgments

## 9. Issues that fall outside of this policy

9.1 Certain types of complaint are not intended to be dealt with by the complaints policy and are more appropriately dealt with through other channels. These include:

- Complaints relating to recruitment and selection to a vacancy with Coventry City Council. These are dealt with separately by completing a Recruitment and Selection questionnaire which can be found using the following hyperlink: [Recruitment and Selection Complaints](#)
  - Complaints by Council employees – unless they are made as service users. Matters relating to their employment, for example pay, pensions, disciplinary or grievance matters, are more appropriate to be dealt with under the Council's Human Resources policies and procedures.
  - Complaints about schools – These are dealt with by the school itself and each governing body will have its own complaints procedure. In the first instance complaints about a school should be addressed to the head teacher. If the complainant is unhappy with the response, they can then make a formal complaint in writing to the chair of the governing body.
  - The outcome of planning appeals, school admission or exclusion appeals, or penalty charge notice challenges. However, complaints about how processes were conducted can be considered.
  - Matters that are the subject of ongoing legal action, which also includes complainants who themselves are subject to an investigation into any breaches of legislation enforced by the Council or subsequent legal proceedings taken by the Council.
  - Hate crime incidents that are not related to Council services or the conduct of Council employees. A hate crime incident is any incident which is perceived by the victim or any other person to be motivated by prejudice against someone's sex, racial heritage, religion, disability, or sexual orientation. A full up-to-date listing of reporting centres can be obtained from the [Hate Crime Reduction Officer on 024 7683 2118](#).
- [Hate crime – Coventry City Council](#)
- Complaints about Councillors – if a complainant believes that a Councillor has broken the Council's Code of Conduct, they can make a complaint to the Council's Monitoring Officer in the first instance. Full details can be found on the following web link: [Complaints about Councillors](#)
  - Complaints about issues covered by the Data Protection Act 1998 or the Freedom of Information Act 2000
  - Complaints relating to issues/actions that occurred more than 12 months before the date of the complaint, unless it is considered that there is good/serious reason to accept the complaint.
  - Complaints about approved Council policies – these will be forwarded to the relevant lead officer for a response and explanation. [The Corporate Policy, Partnership and Performance Team are available to advise on any policy-related queries](#).
  - Unreasonably persistent or vexatious complaints – see sections 18 and 19.
  - Complaints about matters which have been referred to the Local Government Ombudsman and on which the Ombudsman has already decided.

**Commented [GH12]:** Is this link included as part of Speak Up website? Link needs to be updated.

**Commented [GH13]:** Should include Licensing appeals as well

**Commented [GH14]:** Not sure there is a specific Hate Crime Reduction Officer anymore - may be Community Safety - needs checking

**Commented [GH15]:** Include how to report to the Information Commissioner

**Commented [GH16]:** This needs to be updated within the context of the current Council structure

## 10. Framework for managing complaints.

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10.1 Employees will be able to deal with most issues that residents raise quickly and informally and will be encouraged to do so. A dedicated team, Resident Experience, will engage with complainants and services where appropriate to try and resolve issues within three working days. The team will review all complaints and where an informal approach is not appropriate, issues will be fast-tracked to the Service Recovery Team for formal resolution. Those issues that cannot be dealt with straight away may need to be dealt with through the complaints' procedure. Residents will be advised as to how their issue is being dealt with, for example, either informally or within the formal complaints' procedure.

**Commented [GH17]:** Include that residents will be informed of the process

10.2 If the resident insists their issue is recorded as a formal complaint, it will be logged and treated as such.

10.3 It is important that residents are aware that this procedure applies to formal complaints only. For example, it does not apply to "first service requests" or "first reporting a problem" for example, request for fly-tipping removal, nor does it apply to a planning application objection or a complaint about Council policy or policies etc. although these may become complaints if, for example, a service request or reporting of a problem is not properly and promptly dealt with.

**Commented [GH18]:** Would be useful to have examples to make clear the difference. Refer to definitions above

10.4 There are two stages to the formal Corporate Complaints Procedure as defined below:

- **Stage 1 – Service Investigation**
- **Stage 2 – Service Investigation Review**

Though it should be noted that at all points in the process, both before entering the formal complaints process and before progressing to the next stage of the procedure it is appropriate to consider whether it might be possible to settle the complaint informally.

10.5 Complaints about social care elements relating to Children and Adults follow different procedures which are set out in more detail in the Appendices: these are the Statutory complaints procedures. On occasion, a complaint made about these services that could be dealt with under either the Statutory or the Corporate Complaints procedure. Upon receipt of such a complaint, the Service Recovery Team will discuss assess which is the most appropriate procedure to address the complaint and will communicate this to the complainant. In all instances, however, it remains important that attempts are made to settle complaints informally wherever possible.

## 11. Corporate Complaints Procedure: Stage 1 – Service Investigation

11.1 If it has not been possible to resolve the complaint informally, The Resident Experience Team will raise it as a Stage 1 complaint and forward it to the Service Recovery Team for coordination. Service Recovery will coordinate timely responses with the relevant service area for investigation and feedback to the complainant.

11.2 The Council will take all reasonable steps to resolve the complaint at Stage 1 and will respond within ten working days. Where this is not possible, the complainant will be sent an update with an estimate of the timescale for a response.

11.3 Complainants will be notified in writing of the outcome of the Council's consideration of the complaint whether the complaint has been upheld or not, the reasons and the complainant's right to a service investigation review (Stage 2).

## 12. Corporate Complaints Procedure: Stage 2 - Service Investigation Review

12.1 If the complainant is not satisfied with the outcome of the investigation at Stage 1, they can ask for the complaint to be reviewed at Stage 2 if they consider that one or more of the following apply:

- relevant information was not considered in investigating the complaint.
- procedures have not been properly applied in managing the complaint.
- there has been an incorrect interpretation of Council policy,

The complainant will be expected to explain, in writing or verbally, the grounds for seeking a Stage 2 review. The Stage 2 review will either be conducted by a senior manager of the service or, a senior officer or manager outside the line management of the service depending on the circumstances. Prior to progressing to Stage 2, the relevant Service Manager or Team Leader will attempt to resolve the complaint informally if possible and where appropriate.

12.2 The Council will normally respond to the complainant within twenty working days from receipt of the request for a Stage 2 review. Where this is not possible, they will be sent an update with an estimate of the timescale for a response.

12.3 Complainants will be notified in writing, ~~and email where appropriate~~ of the outcome of the Council's review of the service investigation, whether the complaint has been upheld or not, the reasons why, and the complainant's right to take their complaint to the Local Government Ombudsman, who might decide to carry out an independent investigation of the complaint.

Commented [GH19]: Include email where email has been used before

12.4 Ordinarily complainants will have twenty working days from the date of the Council's response to make a request for their complaint to progress to the next stage of the complaints' procedure. The complainant will be advised if different statutory timescales apply.

12.5 If the service is aware that the complainant is considering referring the matter to the Local Government and Social Care Ombudsman, it is recommended that attempts to resolve the matter informally continue if possible and appropriate.

## 13. Local Government and Social Care Ombudsman (LGSCO)

13.1 If a complainant is unhappy about the way that the Council has dealt with their complaint, they can contact the Local Government and Social Care Ombudsman, who is independent and can investigate complaints about most Council matters. The Ombudsman would normally expect a complaint to be made within 12 months of when the complainant first knew of the problem about which they are complaining. Contact details are as follows:

- Call **0300 061 0614**  
or go to <http://www.lgo.org.uk/making-a-complaint/>
- **Local Government Ombudsman**  
**PO Box 4771**  
**Coventry**  
**CV4 0EH**

13.2 The Local Government and Social Care Ombudsman normally requires all complainants

to have gone through **all stages** of their Council's own Complaints Procedure before considering the complaint. However, in certain circumstances the Ombudsman has the discretion to waive this requirement. This might be because the delay could cause harm to the complainant. The complainant should be advised of the normal requirement to complete the Council's Complaints Procedure but also that they can contact the LGSCO Advice Team for further advice.

13.3 Full details of how the Local Government and Social Care Ombudsman deals with complaints can be found on the Ombudsman website [www.lgo.org.uk](http://www.lgo.org.uk)

#### 14. Complaints service standards

14.1 Service standards have been developed to ensure complainants receive the same standard of service regardless of the service area about which they make a complaint. The standards are:

- Acknowledge receipt of the formal complaint within three working days - the acknowledgement will inform the complainant who is dealing with their complaint and who they should contact if they want more information.
- Send a full reply within ten working days - if the complaint is complex or translation/interpretation is required or, for other reasons, a full reply cannot be sent within the ten working days, an interim reply will be sent reporting on progress and providing the date for a final reply.
- The deadline for response at Stage 2 of the Complaints Procedure is twenty working days.
- In the case of Statutory Complaints timescales for responses are different and are set down in statutory procedures for which there is specific procedural guidance. These are set out in more detail in the appendices.

#### 15. Recording and monitoring complaints

15.1 It is important that complaint monitoring is effective. Consequently, a comprehensive monitoring system has been established to ensure that complaints information is recorded consistently across the different Council Directorates and services.

15.2 In addition, complaints monitoring and reporting are incorporated within the performance management framework so that managers and Councillors can learn from complaints and services can be improved.

15.3 Key performance information relating to complaints, including the numbers received, performance against the acknowledgement and response standards and service improvements made because of complaints will be reported publicly and at [a Directorate, and Corporate level and to Elected Members-level](#).

#### 16. Evaluating our response to complaints

16.1 A sample of complainants will be contacted after a complaint has been dealt with to complete a resident satisfaction form. The aim of this form is to provide information to help the Council determine whether the complaint system was accessible and easy to use and to understand the levels of satisfaction with the way the complaint was managed

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and with the remedy offered.

- 16.2 Resident satisfaction forms will be sent to closed complaints from service areas but not Local Government Ombudsman complaints. This will also include equality monitoring information to help the Council make sure that all groups of people access and use the Complaints Procedure and are treated fairly.

## 17. Remedy and compensation

- 17.1 A complaint will normally have three outcomes - **upheld, partially upheld and not upheld**.
- 17.2 A complaint is **upheld** when the Council confirms it was at fault in its actions or lack of action and that the responsibility for this lies predominantly with the Council.
- 17.3 A complaint is **partially upheld** when the Council was partially at fault for its actions, but the actions of the complainant or a third party also contributed significantly to the situation that resulted in the complaint.
- 17.4 A complaint is **not upheld** when the Council decides it was not at fault in its actions and acted in accordance with policy and procedures, and in good faith.
- 17.5 Where a complaint investigation identifies that things have gone wrong, an appropriate remedy will be determined. The general principle in determining a remedy is that, as far as possible, the complainant should be put in the position he or she would have been in had things not gone wrong.
- 17.6 The appropriate remedy will depend on the individual case. Often, an apology may be the only necessary action. In other cases, more will be required but an apology will be given to the complainant, especially when the complaint is upheld or partially upheld.
- 17.7 Other appropriate remedies include:
- an explanation of what went wrong and why.
  - the provision, within a stated timescale of any service that was not provided, or was provided but not to an acceptable standard, which resulted in the original complaint.
  - clear action and steps to put things right.
- 17.8 In rare circumstances where it is decided, following investigation of a complaint, that a complainant has suffered an injustice and/or hardship resulting in direct or indirect financial loss due to the Council's actions, the investigating officer will determine whether compensation is an appropriate remedy. This will be done by looking at all the evidence, including how much the complainant can demonstrate what they have lost or what extra costs they have incurred because of the Council's actions. The Council will follow the Local Government Ombudsman's guidance on good practice when determining the level of any financial compensation.

## 18. Unreasonably persistent or vexatious complaints

- 18.1 The Council acknowledges that certain complaints can be difficult to resolve and can cause anxiety and distress to complainants, employees, and Councillors. Whilst the

Council's aim is to try to find a way to resolve matters, from time-to-time complainants are encountered who become unreasonably persistent or vexatious in their quest to obtain the outcome they want.

18.2 The Council wants to ensure that, in using the Complaints Procedure, complainants who are unreasonably persistent or vexatious are dealt with fairly, honestly, and properly, that the resources of the Council are used as effectively as possible, and that other service users or employees of the Council do not suffer any detriment because of their behaviour. All reasonable measures will be taken to try to resolve complaints through the Complaints Procedure.

18.3 It is not possible to provide an exhaustive list to define unreasonably persistent or vexatious complaints. However, the Council would consider this to be the case if complainants or anyone acting on their behalf:

- make repeated demands for action or information that would impact substantially and unreasonably on the Council.
- persistently pursue a complaint when the Corporate Complaints Procedure has been fully implemented and exhausted.
- continually change the substance of a complaint or raise additional issues or seek to prolong contact by continually raising further concerns or questions.
- are unwilling to accept documented evidence as being factual despite correspondence specifically answering their questions or do not accept that facts can sometimes be difficult to verify when an extended period has elapsed.
- do not clearly identify the precise issues which they wish to be investigated, despite reasonable efforts to help them specify their concerns.
- continually focus on a trivial matter to an extent that is out of proportion to its significance.
- have threatened or used actual physical violence towards employees at any time.
- have, during their contacts with the City Council, used foul and abusive language or have verbally assaulted or harassed Councillors or employees causing them to feel humiliated, intimidated or distressed.
- repeatedly contact the Council, Councillors, or employees with letters of complaint or telephone calls placing unreasonable demands on staff
- are known to have recorded meetings or face to face/telephone conversations without prior knowledge and consent of other parties involved.
- display unreasonable demands or expectations and fail to accept that these may be unreasonable.

#### **19. How the Council will manage unreasonably persistent or vexatious complaints**

19.1 Where circumstances permit, the Council will give the complainant a warning that, if their behaviour or actions continue, the Council may need to act or apply restrictions. In all

cases where it is decided that someone is unreasonably persistent or vexatious the action the Council takes will be appropriate and proportionate, and may include one or more of the following options:

- requesting contact in a particular form (for example, letters or e-mails only)
- [lose ability to contact certain/specific officers](#)
- requiring contact to take place with a named officer.
- restricting telephone calls to specified days and times of the week.
- placing time limits on telephone conversations and personal contact
- banning a complainant from attending some or all the Council's premises
- asking a complainant to enter into a written agreement about his/her future contacts with the Council.
- referral for inclusion on the Potentially Violent People Register, in accordance with the Prevention of Workplace Violence Policy
- block a person's access to some or all the Council's social media channels.

**Commented [GH20]:** This can include email - or divert to specific email addresses. Working as part of potentially violent people response. For period of time not permanent.

19.2 When making decisions about appropriate action, the interests of the complainant will be balanced against the effects which his/her behaviour or actions are having on employees, other service users and the efficient use of resources. Use of abusive or foul language, threats, intimidation, or harassment of employees by complainants is deemed to be unacceptable behaviour.

19.3 If a decision is taken to apply the policy the relevant Service Manager will write to tell the complainant why we consider their behaviour to be unreasonably persistent or vexatious, what action we are taking, and the duration of that action. The Council will also tell the complainant how they can request a review of the decision.

19.4 Reviews of decisions to take action or to restrict contact will be taken by the relevant Director. Where a complainant persists in communicating with the Council about either a complaint that has been completed at all stages of the Complaints Procedure, or a complaint which he or she has decided not to pursue at the next stage, the Council may decide to terminate contact with that complainant. In such cases the complainant will be informed in writing that, if they persist in communicating with the Council about the complaint, the Council will not respond further. The Council will read all correspondence from that complainant, but unless there is fresh evidence that affects a decision on the complaint, the Council will file the correspondence but not reply. A centralised record will be maintained and regularly reviewed.

19.5 The complainant will be reminded of their right to approach the Local Government Ombudsman. If the complainant continues to contact the Council by telephone or in person about the original complaint it may be decided to limit communication by one of the methods described above. The City Council has implemented specific policies and protocols to address verbal and physical assaults by complainants on Councillors and employees. The Prevention of Workplace Violence Policy gives guidance and definition around assaults and appropriate response following incidents. This policy is further supported by the 'Protocol for serious incidents of violence and aggression'.

19.6 Staff will be required to report all verbal and physical assaults to them via the Potentially Violent People reporting mechanism. Incidents will be investigated, and appropriate action taken, including reporting to the police where appropriate.

## 20. Review

20.1 [The Corporate and Statutory Complaints](#) Policy and Procedure will be reviewed annually, to coincide with the production of the Council's Annual Report on [Complaints](#), [which will be considered by the appropriate Council Scrutiny Committee](#).

**Commented [GH21]:** This report will be considered by Scruto, with information by services areas so any issues can be referred to the appropriate scrutiny board

**Commented [GH22]:** Could delegated power be given to the Director to make minor changes, in consultation with the Cabinet Member?



## 21. Further information

21.1 Further information can be found here:

- Complaints Handling Guidance: Guidance for managers and officers dealing with comments, compliments, and complaints.
- Getting the Best from Complaints: Social Care Complaints and Representations for Children, Young People and Others:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/273895/getting\\_the\\_best\\_from\\_complaints.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/273895/getting_the_best_from_complaints.pdf)

**Commented [GH23]:** Should there be a link here?

**Commented [GH24]:** Is this the most recent version of this guidance?

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## Appendix 1

### Children's Services complaints: specific information

1. We will not be able to investigate any complaints if there are live court proceedings. You cannot use the complaints procedure to appeal against a court decision.
2. We have a duty of confidentiality to our customers and service users and are unable to disclose third party information without their explicit consent. Being next of kin or a relative does not confer an automatic right to receive another individual's information. We will require written consent from the service user.
3. The only exception to this is when acting for those unable or unwilling to complain personally i.e., as a 'representative' as set out in section 4 above.
4. As per the Council's usual procedure, complainants are encouraged to speak to employees, team, or manager responsible for the services they are unhappy with to see if the complaint can be resolved informally.
5. If it is not possible the complaints process can progress through three separate stages, but it remains the case that attempts to settle the matter informally should continue wherever possible and appropriate.

### Complaints Process and Timescales

6. The complaint process and timescales are as follows:
  - a. **Stage 1**
    - If it has not proven possible to resolve the matter informally then a complaint is made.
    - An Acknowledgement of Stage 1 complaint is provided within three working days.
    - The investigation is completed by a service manager and a response provided within ten working days, but if further time is required, a letter will be sent explaining the reasons why and when a full response might be expected.
    - If the complainant remains unhappy with the Stage 1 response, the service manager can be asked to review any further concerns raised from the Stage 1 response and provide a further written outcome.
    - If the complainant remains unsatisfied with the Stage 1, s/he can ask for the complaint to be reviewed at Stage 2
  - b. **Stage 2**
    - If the complainant is dissatisfied with the Stage 1 response the Service Recovery Team and / or senior manage will endeavor again to resolve the matter informally
    - if this is not possible the complaint can be referred for an independent

investigation by either an Independent Senior Manager and Independent Officer at the Local Authority, or an Independent Officer and Independent Person, who will speak to the complainant and anyone else who may be able to assist with the concern.

- Acknowledgement of complaint to confirm Stage 2 will be within 3 days.
- Stage 2 investigations can take a few weeks. The aim is to respond to Stage 2 complaints within twenty-five working days, but they can take up to sixty-five working days. The complainant will be kept informed of the anticipated timescales for completion and the reasons for any delay.
- If the complainant is unhappy with the response provided, it is possible to progress to Stage 3 but again attempts will be made to resolve any concerns before doing so.
- Please note that in some cases we may advise at the conclusion of Stage 2, early escalation to the Local Government and Social Care Ombudsman as the next step if the complaint is upheld.
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**c. Stage 3**

- If the complainant remains unhappy the matter can be referred to Stage 3, which is an Independent Review Panel. The Review Panel is made up of three people who are not connected with the Council. It will look at the way the complaint was managed and talk to the complainant.
  - Again, a senior manager will try to resolve matters informally before taking the matter to a Stage 3 review.
  - Acknowledgement of the complaint and confirmation that the matter is being dealt with at Stage 3 will be sent within two working days confirming the date of panel review. The Service Recovery Team will appoint the Independent Chair and the Panel.
  - The review panel is designed to listen to all parties, consider the adequacy of the Stage 2 investigation, obtain any further information and advice that may help resolve the complaint to all parties' satisfaction. Its focus is on achieving resolution by addressing the complaints and desired outcomes.
  - After the panel has concluded its findings, a response will be provided from the Local Authority within fifteen working days.
7. If matters are not resolved, the next stage is to contact the Local Government and Social Care Ombudsman.

## Appendix 2

### Adults' Services Complaints: specific information

1. The following information relates specifically to complaints regarding Adults' Services.
2. We will not be able to investigate any complaints if matters are involved in court proceedings. You cannot use the complaints procedure to appeal against a court decision.
3. We have a duty of confidentiality to our customers and service users and are unable to disclose third party information without their explicit consent. Being next of kin or a relative does not confer an automatic right to receive another individual's information. We will require written consent from the service user.
4. The only exception to this is when acting for those unable or unwilling to complain personally i.e., as a 'representative' as set out in section 4 above.
5. As per the Council's usual procedure, complainants are encouraged to speak to the worker, team, or manager responsible for the services they are unhappy with to see if the complaint can be resolved informally.
6. If it is not possible the complaint can progress through the complaint process, but it remains the case that attempts to settle the matter informally should continue wherever possible and appropriate.

### Complaints Process and Timescales

7. There is only one stage to the formal complaints process. When a complaint is received, the complainant will be contacted within three working days, acknowledging receipt of the complaint. Complaints are dealt with as quickly as possible, and the aim is to provide a response within twenty working days of receipt of the complaint.
8. The complaint process can be summarised as follows:
  - o Acknowledgement of Complaint within 3 working days
  - o Stage 1 investigation by a service manager
  - o Stage 1 response to be provided within twenty working days.
  - o The complainant is advised to contact the **Service Recovery Team** at [servicerecoveryteam@coventry.gov.uk](mailto:servicerecoveryteam@coventry.gov.uk) if they remains unhappy with the response provided to see if any further concerns can be resolved from the Stage 1 response provided.
8. If matters are not resolved, the next stage is to contact the Local Government and Social Care Ombudsman.

**Appendix 3 - Complaint processes, stages, and escalation – summary**

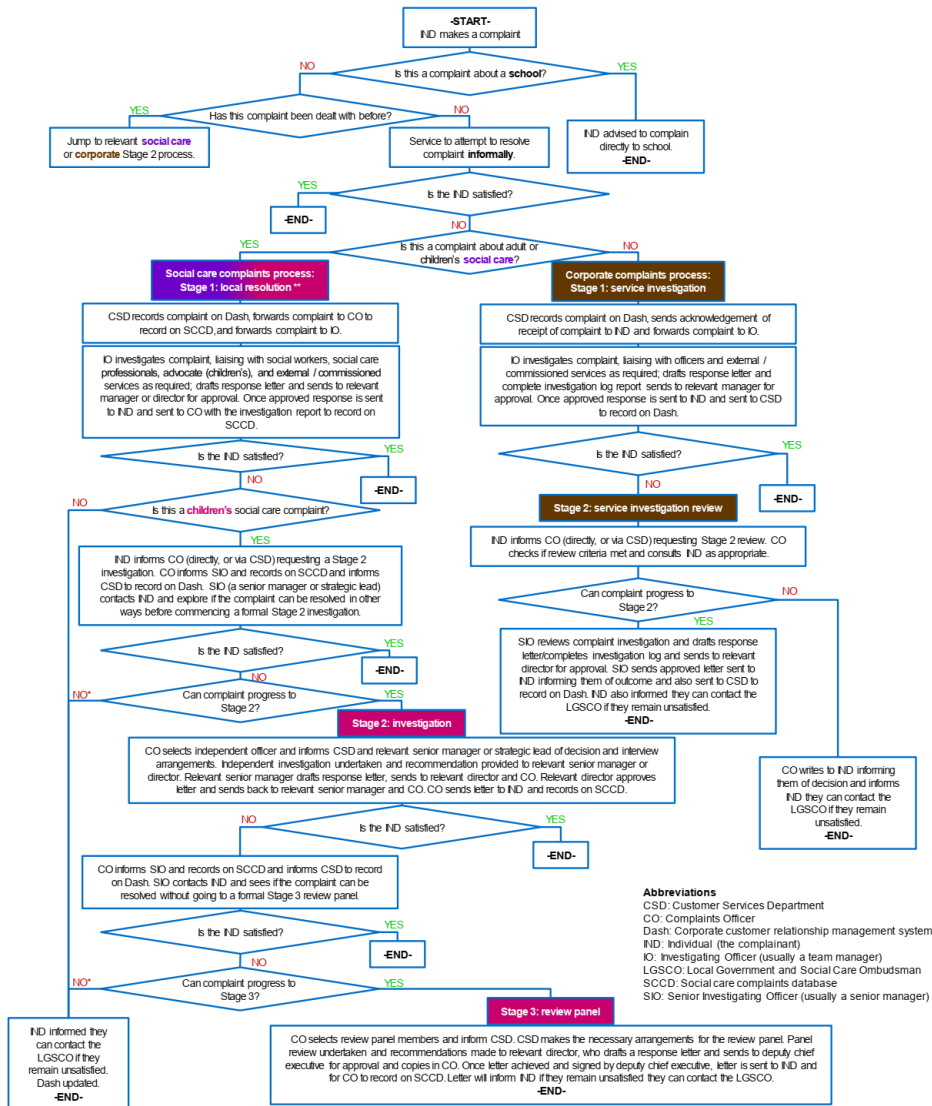
Type	Corporate	Adult social care	Children's social care	LGSCO
<b>Stages</b>	Informal resolution  Stage 1: service investigation  Stage 2: service investigation review  Please note that between Stage 1-2 escalation, we will always try to resolve issues informally before progressing to the next stage.	Informal resolution  Stage 1: local resolution	Informal resolution  Stage 1: local resolution  Stage 2: investigation  Stage 3: review panel  Please note that between Stage 1-3 escalation, we will always try to resolve issues informally before progressing to the next stage.	Enquiry and assessment  Investigation  Decision and remedy
<b>Timescales (in working days)</b>	Acknowledgement: 3 days  Stage 1: 10 days  Stage 2: 20 days	Acknowledgement: 3 days  Stage 1: 20 days	Acknowledgement: 3 days  Stage 1: 10 (to 20) days  Stage 2: 25 (to 65) days  Stage 3: 30 days	Enquiry: 1-3 days  Investigation: 20 days  Draft decision: 5-10 days  Remedy: as set out in the final decision statement
<b>Services</b>	All other services	Adult social care	Children's social care	All

DRAFT

Appendix 4

Social Care and Corporate Complaints process flowchart

Commented [GH25]: Could complaints be passed onto schools rather than just signposting to schools? Would education need to know a school had a complaint made against them?



\* on rare occasions a complaint may not progress to the next stage, (e.g. out of timescale)  
 \*\* Any matters that are within the court arena/decisions made within court are exempt from the council's complaint policy and cannot be investigated

<b>Title of Review topic</b>	
Complaints Policy and Procedure	
<b>Objectives</b>	
What does the Board/Task and Finish Group hope to achieve by considering the topic?	Production of a new Complaints Policy and Procedure that delivers a consistent approach to dealing with complaints across the Council.
What will be the indicators of success?	A new policy and process supported by Members and implemented
When will the review be evaluated?	12 months after data is available to demonstrate impact
<b>Methodology</b>	
What will be included in the scope of the review?	Council complaints, covering all service areas
What will be excluded from the scope?	Discussion about potential digital systems/solutions. The process needs to be developed and improved, then a Customer Relationship Management system will be developed that meets the requirements of the policy and procedure.
Does the review link with any existing strategies or policies? Is this currently being reviewed/refreshed?	Work is currently being developed to improve the system. The T&F group provides Members with an opportunity to be involved.
<b>Methodology</b>	
How will the review be carried out? e.g. surveys, site visits, select committees etc.	Officers developing the work in co-production with Members
<b>Barriers and Risks</b>	
What are the barriers and risks to the review?	The current financial position of the Council is always a risk and barrier to the development of new policy. However, within the context of potential savings targets, any new solutions need to be with current budgets or offer a saving
How can these be managed/overcome?	Any new solutions need to be with current budgets or offer a saving
<b>Equality and Diversity</b>	
Does the review have any potential implications for Equality and Diversity? (race, gender (including transgender), disability, sexual orientation, age, religion or belief, poverty, looked after children)	Members have requested that particular focus is given to those communities that experience digital exclusion
<b>Timescales and reporting procedure</b>	
List any key dates/events which might impact on the timescales of the review	
Anticipated number of meetings	3-4
Scrutiny Board portfolio	Scruco
Cabinet Member portfolio	Cabinet Member for Strategic Finance and Resources
Anticipated reporting date to Scrutiny Board	Next municipal year – 2024 – interim report to Scruco March 2024.
Comms involvement	
Task and Finish Group Members	N Akhtar, Ali, Gardiner, R Singh, Thomas

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RESIDENT AT THE HEART



DATA INFORMED DESIGN



DIGITAL BY DESIGN



EFFICENCY DRIVEN



# ACTIVITY

Informal resolution stage added into activity – new approach to service delivery has been communicated

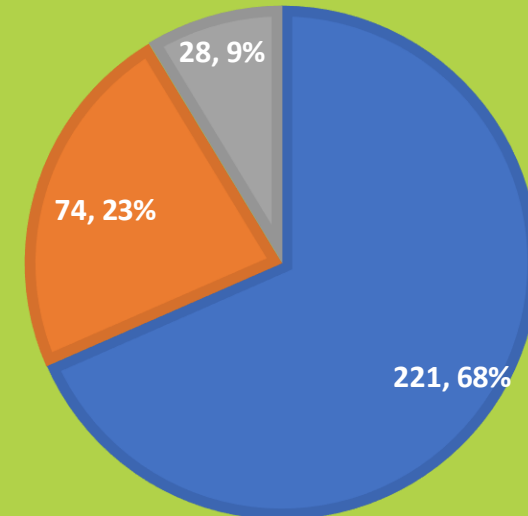
Policy redrafted and reviewed by Members Task & Finish Group

Weekly monitoring in place to ensure MP enquiries are resolved in a timely manner

Key officers' details to reviewed and updated in existing systems

## CLOSED CASES BY OUTCOME

■ Resolved   ■ Forwarded to Service Recovery   ■ Do Not Triage



# PROGRESS TO DATE



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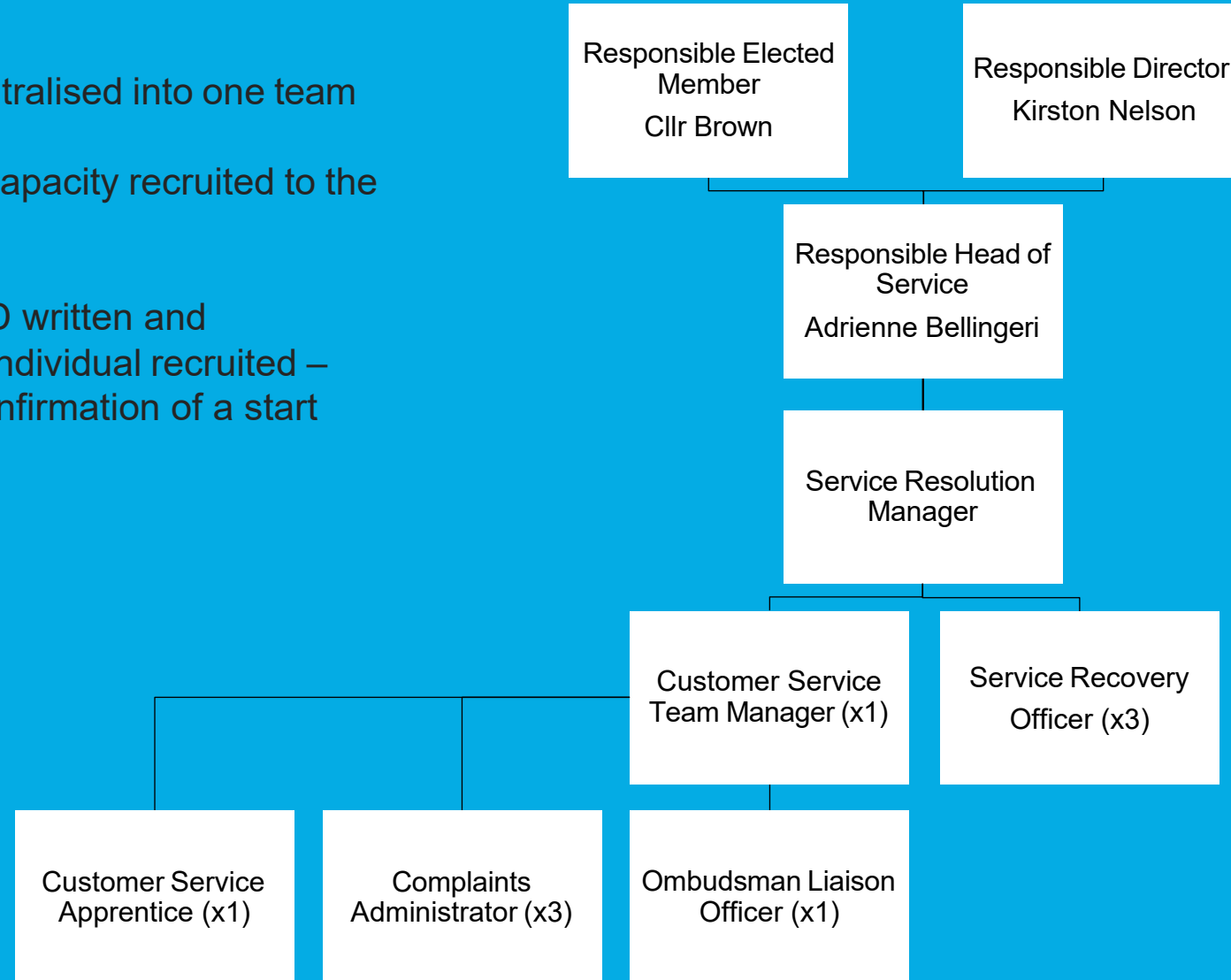


# TEAM

Service centralised into one team

Additional capacity recruited to the team

Manager JD written and assessed; individual recruited – awaiting confirmation of a start date



# REQUIRED ACTIVITY

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## COMPLAINTS

- Revised policy to be reviewed to consider latest Ombudsman code changes to ensure compliance
- Complaints response standards and training to be created and delivered across the organisation
- Reporting arrangements to be formalised for all areas
- Continual improvement approach to be determined to be informed by complaints and resident survey feedback
- New electronic processes to be built
- Standardised reporting dashboards to be built
- Response templates to be reviewed and updated

## OTHER

- Approach to managing compliments to be reviewed and formalised across the organisation
- Approach to managing comments to be reviewed and formalised across the organisation
- Single point of contact process and systems to be designed and built
- Potentially Violent Persons processes and systems to be redesigned and built



Coventry City Council

## Briefing Note

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A separate Briefing Note is submitted in the private part of the agenda in respect of this item, as it contains details required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to an individual, financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

**To: Scrutiny Co-ordination Committee**

**Date: 11<sup>th</sup> April 2024**

**Subject: Rebuilding Drug and Alcohol Treatment and Recovery Services**

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### **1 Purpose of the Note**

- 1.1 To provide Scrutiny Co-ordination Committee the opportunity to consider the Cabinet Report on Rebuilding Drug and Alcohol Treatment and Recovery Services (Appendix 1) ahead of a decision by Cabinet as well as additional performance related information on the current drug and alcohol treatment services (Appendix 2)

### **2 Recommendations**

- 2.1 Scrutiny Co-ordination Committee is recommended to:

- 1) Consider the report (Appendix 1) and make any recommendations / comments to Cabinet.
- 2) Consider the additional progress and update information (Appendix 2) and identify any additional recommendations to the appropriate Cabinet Member

### **3 Background and Information**

- 3.1 At their meeting on 14<sup>th</sup> March 2023, Scrutiny Co-ordination Committee considered an item on the Drug and Alcohol Strategy. As a result of that item, the Committee requested a further item on progress including the following:
- Drug and alcohol strategy update,
  - Accessibility of drug and alcohol treatment services
  - Nitrous oxide
  - Staffing and Workforce Development
- 3.2 A Cabinet Report outlining the re-commissioning process for Drug and Alcohol Treatment and Recovery Services was also due to be considered by Cabinet, so

both matters have been brought together for consideration by Scrutiny Co-ordination Committee.

**Appendix 1:** Cabinet Report - Rebuilding Drug and Alcohol Treatment and Recovery Services

**Appendix 2:** Presentation – Drugs and Alcohol Update (Public)

Amander Allen  
Programme Manager – Drugs and Alcohol

Public Health  
Coventry City Council

[Amander.Allen@Coventry.gov.uk](mailto:Amander.Allen@Coventry.gov.uk)

02476 978 163

Scrutiny Co-ordination Committee  
Cabinet

11th April 2024  
16th April 2024

**Name of Cabinet Member:**

Cabinet Member for Public Health and Sport – Councillor K Caan

**Director Approving Submission of the report:**

Director of Public Health and Wellbeing

**Ward(s) affected:**

All

**Title:**

Rebuilding Drug and Alcohol Treatment and Recovery Services

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**Is this a key decision?**

Yes - the proposals involve financial implications in excess of £1m per annum and are likely to have a significant impact on residents or businesses in two or more electoral wards in the City.

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**Executive Summary:**

Coventry City Council is responsible for commissioning drug and alcohol treatment and recovery services. The current contract which the Council holds for this service is due to expire in March 2025.

National policy in relation to drug and alcohol treatment has changed significantly with the launch of the new drug strategy 'From Harm to Hope' which reinforces the government ambition to rebuild treatment services following a decade of disinvestment.

This report includes a summary of the health needs in Coventry related to drug and alcohol misuse, a summary of the engagement and consultation work carried out and the planned process for re-procurement of drug and alcohol treatment and recovery services.

This report proposes reprocurement of services via an open tendering process under the Health Care Services (Provider Selection Regime) Regulations 2023 introduced by the Health and Care Act 2022 and with the successful bidder commencing service delivery 1 April 2025. The paper also summarises some of the funding streams relevant to this procurement and proposes that Cabinet accepts external grants, from which the Council can procure services.

## Recommendations:

Scrutiny Co-ordination Committee is requested to:

- 1) Consider the report and make any recommendations / comments to Cabinet.

Cabinet is recommended to:

- 1) Consider any recommendations / comments received from Scrutiny Co-ordination Committee
- 2) Agree to accept the Supplementary Substance Misuse Treatment and Recovery Grant/s in 2024/ 2025 and 2025/2026 up to a sum of no more than £2,500,000.
- 3) Delegate authority to the Director of Public Health and Wellbeing following consultation with the Director of Finance and Resources to enter into the necessary grant funding agreement/s to give effect to Recommendation 2.
- 4) Approve the commencement of a competitive procurement tender exercise for the provision of Drug and Alcohol Treatment and Recovery Services for a period of five years with the option to extend for up to a further four years, for a maximum contract length of 9 years.
- 5) Delegate authority to the Director of Public Health and Wellbeing following consultation with the Director of Finance and Resources, to award a contract for the provision of Drug and Alcohol Treatment and Recovery Services to the successful bidder.

## List of Appendices included:

None

## Background papers:

None

## Other useful documents

Coventry Substance Misuse Needs Assessment Summary

[www.coventry.gov.uk/downloads/download/7687/coventry-substance-misuse-needs-assessment-summary](http://www.coventry.gov.uk/downloads/download/7687/coventry-substance-misuse-needs-assessment-summary)

Coventry Drug and Alcohol Strategy Summary 2023-2033

[www.coventry.gov.uk/downloads/download/7679/coventry-drug-and-alcohol-strategy-summary-2023---2033](http://www.coventry.gov.uk/downloads/download/7679/coventry-drug-and-alcohol-strategy-summary-2023---2033)

## Has it been or will it be considered by Scrutiny?

Yes – the paper will be presented to Scrutiny Coordination Committee on 11 April 2024



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

Yes – permission to procure was granted by the City Council's Procurement Board on 13 March 2024

**Will this report go to Council?**

No

## Report title: Rebuilding Drug and Alcohol Treatment and Recovery Services

### 1. Context (or background)

- 1.1 Alcohol and drug misuse is a significant issue for individuals and communities alike. The harm caused by excessive drinking and drug taking is complex and wide ranging. Using drugs or alcohol may cause or exacerbate existing problems, harms caused may be acute or chronic and issues may arise from recreational use or binge drinking as well as problematic use or dependency.
- 1.2 Nationally, 1375 people per 100,000 population are alcohol-dependent<sup>1</sup> and 950 people per 100,000 population misuse heroin and / or crack<sup>2</sup>. The causes of substance misuse are multi-factorial but can commonly be traced to multiple childhood traumas such as experiencing violence and abuse, parental substance misuse, familial incarceration and parental bereavement.
- 1.3 Drug and alcohol misuse most commonly affect people experiencing the greatest levels of vulnerability and deprivation, are causal factors for medical conditions such as cancer, liver disease and heart disease, and contribute to higher crime and anti-social behaviour and a loss of productivity through unemployment and sickness. Further, drug and alcohol misuse has a significant impact on families, including affecting carers and damaging the life chances of children of people misusing substances.
- 1.4 There is a significant body of national and international evidence demonstrating the effectiveness of drug and alcohol treatment. The aims of services are broad and include:
  - Supporting individuals to recover from drug and alcohol addiction
  - Reducing drug and alcohol related deaths and supporting individuals to improve their physical and mental health
  - Supporting individuals to improve social inclusion, links with family networks and employability
  - Reducing the harms caused to communities and individuals including reducing crime and the spread of blood borne viruses
  - Reducing the impact and cost of substance misuse on partner agencies including health, social care, housing and criminal justice agencies
- 1.5 Health economic estimates of the cost effectiveness of treatment include:
  - Treatment for dependent drug users can reduce the cost of drug related social care by 31 per cent<sup>3</sup>

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<sup>1</sup> DHSC “Estimates of alcohol dependent adults in England”, [www.gov.uk/government/publications/alcohol-dependence-prevalence-in-england](http://www.gov.uk/government/publications/alcohol-dependence-prevalence-in-england)

<sup>2</sup> DHSC “Opiate and/or crack cocaine use prevalence estimates 2019-2020”, [www.gov.uk/government/publications/opiate-and-crack-cocaine-use-prevalence-estimates](http://www.gov.uk/government/publications/opiate-and-crack-cocaine-use-prevalence-estimates)

<sup>3</sup> [www.local.gov.uk/publications/must-know-treatment-and-recovery-people-drug-or-alcohol-problems#key-questions-for-members](http://www.local.gov.uk/publications/must-know-treatment-and-recovery-people-drug-or-alcohol-problems#key-questions-for-members)

- Alcohol treatment reflects a return on investment of £3 for every £1 invested, which increases to £26 over 10 years<sup>4</sup>
- Drug treatment reflects a return on investment of £4 for every £1 invested, which increases to £21 over 10 years<sup>2</sup>

1.6 Our work to reduce the harm caused by drugs and alcohol on our local communities and to improve the outcomes for those affected will contribute to the One Coventry Plan. Drug and alcohol treatment services specifically contribute to “improving outcomes and tackling inequalities within our communities”, but the work will have a wider impact for Coventry including contributing to economic prosperity. Substance misuse is a key issue leading to poor outcomes within children’s and adults’ social care, it is also a significant contributor to local and national crime. A One Coventry approach is being taken, with work across the Council and with Partners to join up efforts, plans and resources.

1.7 The current contracts for adult drug and alcohol treatment and recovery services commenced in 2017 and is delivered by the provider Change, Grow, Live – operating under the service name ‘CGL Coventry’ – and delivers a range of services including:

- Needle exchange and harm reduction services, including the distribution of naloxone (a medication temporarily reversing the effects of opiate overdose)
- Assessment and care planning
- Psychosocial (one-to-one and group) and pharmacological interventions
- Advocacy and liaison with other professional services (eg. primary care, housing, mental health services and employability / training employment services)
- Direct employment support
- Relapse prevention
- Detoxification and assessment for residential rehabilitation

1.8 Alcohol-related harms in Coventry are high and significantly above the national average while drug related harms are broadly in line with the national average. Headline needs are outlined in the table below:

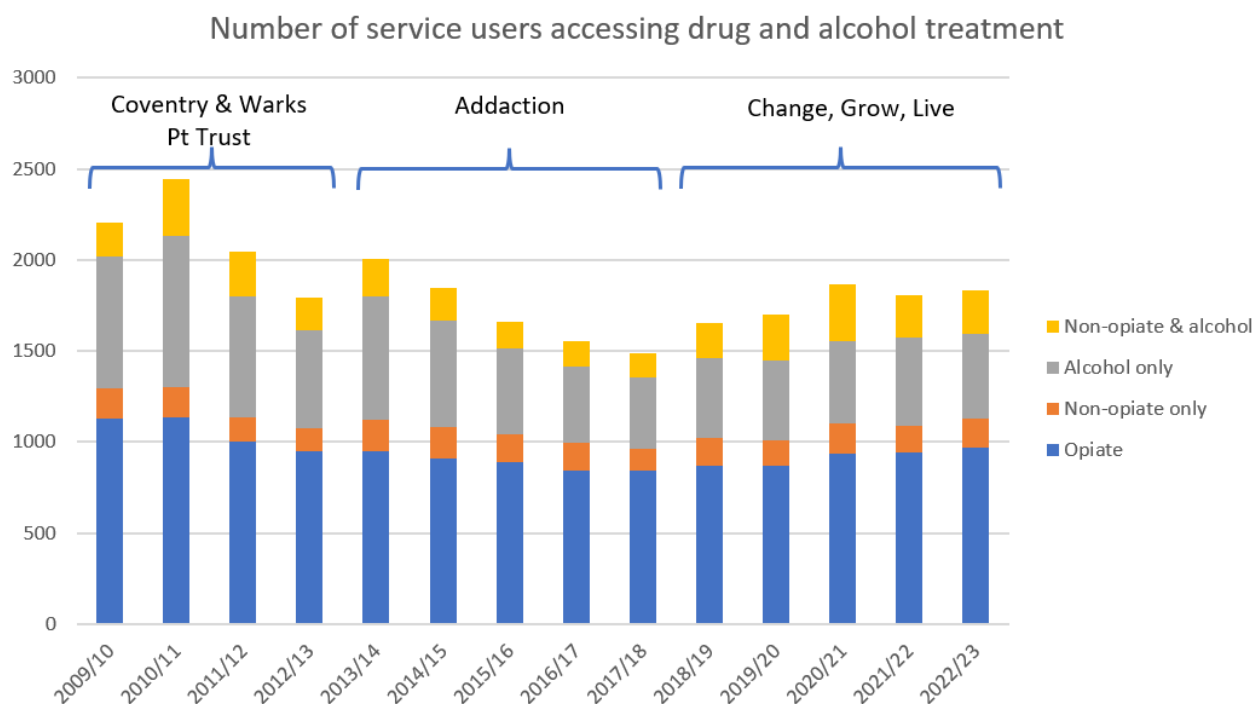
	Coventry	West Midlands	England
Deaths from drug misuse (2018-2020, rate per 100,000 population)	4.6	5.3	5.0
Alcohol related mortality (2021, rate per 100,000)	45.1 (127 people)	41.9	38.5
Admission episodes for alcohol-related conditions (narrow definition, 2021/22, rate per 100,000 population)	649 (1,890 people)	564	494

Source: OHID Fingertips

1.9 There are an estimated 5,298 adults who are alcohol dependent and 2,509 adults misusing opiates and / or crack cocaine in Coventry (source: OHID).

<sup>4</sup> [www.gov.uk/government/publications/alcohol-and-drug-prevention-treatment-and-recovery-why-invest/alcohol-and-drug-prevention-treatment-and-recovery-why-invest](http://www.gov.uk/government/publications/alcohol-and-drug-prevention-treatment-and-recovery-why-invest/alcohol-and-drug-prevention-treatment-and-recovery-why-invest)

1.10 In 2022/23, 1,824 adults accessed structured drug and alcohol treatment, with 869 people starting a new episode of structured treatment in that year. The number of individuals accessing treatment in recent years, by primary substance, is summarised below. The chart shows the performance split over time across contracts led by 3 main providers. Since 2011/12 there has been significant disinvestment in services and the number of people accessing services has also fallen.



1.11 National priorities for treatment services, outlined in the nation drug strategy ‘From Hope to Harm’, include:

- Increasing capacity and the number of people accessing drug and alcohol treatment
- Improving the rate of people continuing treatment in the community when released from prison
- Increasing the number of people accessing residential rehabilitation services
- Strengthening links with criminal justice services with treatment services to increase referrals and offer a treatment place for every offender with an addiction
- Increasing employment and delivering a national roll-out of Individual Placement and Support

1.12 A local drug and alcohol health needs assessment has been completed and demonstrates that local service priorities should include:

- Improving the responses for those accessing support for substance use that have needs relating to physical and mental health
- Reviewing current treatment provision and improve delivery of continuity of care, effective and accessible evidenced based treatment interventions, and reduction in drug and alcohol related harms and deaths.

- Developing a recovery framework to support those in need to achieve long term maintenance and recovery from drug and alcohol use and to live lives free from associated harms.
- Improving the understanding of alcohol and drug related crime in Coventry and develop a plan to tackle these and develop pathways between criminal justice agencies and treatment and recovery services

1.13 In response to significant financial cuts made to drug and alcohol treatment services across the country in the last decade and to support the national drug strategy the government has provided a number of ring-fenced grant schemes for local authorities since 2022/23, including:

- Supplementary Substance Misuse Treatment and Recovery Grant (SSMTRG) to deliver an increase in the number of people accessing treatment and increase the number of people continuing treatment in the community following prison release. Coventry's SSMTRG allocation in 2024/25 is £1.164m.
- Individual Placement and Support Grant (IPS) to fund employment advisers within drug and alcohol treatment services. The IPS allocation for Coventry and Warwickshire in 2024/25 is £163k.
- Inpatient detoxification (IPD) grant to fund regional commissioning of medical detoxification. The IPD allocation for Coventry in 2024/25 is £63k.

1.14 Funding of these three grants is confirmed up to March 2025. While it is anticipated that these grant schemes will continue in 2025/26 and beyond there is, as yet, no confirmation of this from Government. The SSMTRG grant is calculated using a formula which factors in the estimated number of drug users resident in each local authority area - newly released estimates indicate the number of drug users resident in Coventry is higher than previous calculations and therefore any future SSMTRG settlement may exceed the current grant.

1.15 The SSMTRG has been awarded to local authorities annually since 2022/23 from the Department of Health and Social Care. The grant is ring-fenced for spend on drug and alcohol treatment initiatives which incrementally add to existing services, complement existing services or offer new services. Spending plans are scrutinised and approved by DHSC annually and the grant terms require local authorities to maintain existing investment in drug and alcohol treatment services. Current (2024/25) investment of the grant includes:

- Increase in programme management of the drug and alcohol agenda (Coventry City Council, 8.2% of 2024/25 grant)
- Expanded adult drug treatment services (62.3%)
- Expanded young person's treatment service (15.6%)
- Expanded residential rehabilitation (0.7%)
- Development of opiate substitute prescribing therapy at UHCW (4.7%)
- Development of psychology interventions (8.5%)

1.16 The impact of the interventions, to date, has seen a reduction in caseloads and an increase in the number of people accessing community treatment.

## **2. Options considered and recommended proposal**

- 2.1 It is proposed that an adult treatment and recovery service and a separate young people's service are re-procured by the City Council to take effect when the current contracts expire in March 2025.
- 2.2 The nature of clinical services working within complex systems means that longer-term contracts are commonplace and often required by potential bidders. Hence, the length of contract will be 5 years, with two 2-year options to extend, enabling a total contract of up to nine years. Similar to other public health services, the provider will be required to deliver a clear focus on service improvement throughout the contract period to ensure it adapts to changes and remains relevant for the local population throughout the lifetime of the contract.
- 2.3 The new Provider Selection Regime (PSR) came into effect on 1 January 2024 and, introduces a new legal framework for the procurement of health services as an alternative to the existing Public Contracts Regulations (2015). While PSR provides some greater flexibility to continue existing health-based contracts beyond their term in order to provide stability within the health system, it is recommended that the Council reprocures these services via an open tendering process due to the significant changes introduced by the new national drug strategy and anticipated additional funding to drive competitive tension, quality and value for money.
- 2.4 With funding uncertainty, it is proposed that services commissioned cover 'core' provision (ie. to meet outcomes broadly defined under the current contract and funded by the Public Health Grant), 'probable' provision (ie. to meet outcomes funded by the SSMTRG and IPS grants) and 'possible' provision. The inclusion of an allocation of funding of up to £1m pa within the contract's advertised value for 'possible' provision is intended to increase the flexibility of the contract to accommodate additional monies, if considered appropriate, which may be issued by national government in the coming years. Consultation with potential bidders identified this as an effective way of procurement with such funding uncertainty.
- 2.5 To respond to the needs assessment, it is proposed that the procurement process is designed in a manner which allows for some negotiation with bidders to encourage the development of innovative and effective service models. It is anticipated that People with Lived Experience will be included within dialogue sessions to help ensure services meet local needs.
- 2.6 The procurement of a service with Warwickshire County Council was considered to be less effective due to the needs of the service to develop collaborative partnership working arrangements with a range of services which are largely delivered on local authority boundaries such as social care, police and housing. In addition, Coventry is a member of the West Midlands Drug and Alcohol Strategic Partnership which supports joined up working within the West Midlands policing region. Warwickshire is not part of this arrangement.
- 2.7 The procurement of joining together adult and young people's services was considered. The disparity of funding between adult and young people's services would risk a less impactful young people's service being procured. Separate

contracts enable specialist provision to be procured for vulnerable adults and vulnerable young people.

- 2.8 The existing contract includes a financial incentive scheme which makes payment of up to 10% of the contract value on performance. The effectiveness of the current financial incentive scheme is unproven and such schemes may introduce a barrier for bids which involve a number of different partners and so it is proposed that the future contract does not include any financial incentivisation, but to ensure strong performance management against key performance indicators and the use of the National Drug Treatment Monitoring System which provides live comparison data with other local partnerships. The procurement process will seek to ensure that a suitable provider with a commitment to transparency and collaborative working with the Council is appointed. Council officers will meet with the successful bidder on a monthly basis and a number of key performance indicators, performance indicators and quality assurance measures have been identified to ensure robust performance management. Issues of underperformance will be managed subject to their level of risk and impact and may include rapid informal action, escalation within the Council and / or Provider, formal Improvement Notices and other contract enforcement measures.
- 2.9 Drug and alcohol services have been subject to significant cuts in the last decade and the current service has not had any inflationary uplift since contract initiation in 2017. It is estimated that current real terms spend on drug and alcohol services is approximately 51% of the spend in 2011/12, a reduction brought about by cuts to contract values and the impact of inflation. The terms of the SSMTRG grant requires local authorities to not disinvest in drug and alcohol treatment spending.

### **3. Results of consultation undertaken**

- 3.1 A health needs assessment has been completed and identified priorities arising from this are outlined in 1.12 above.
- 3.2 An analysis of the marketplace for drug and alcohol services has been conducted, including desktop research and interviews with a range of providers to understand the nature of the marketplace and key issues facing potential bidders. Drug and alcohol services are predominantly delivered by third sector organisations and a small number of NHS Trusts. Providers were supportive in relation to a procurement which considered 'core' and 'probable' provision and an extended dialogue-based clarification process. Other issues raised by providers included a preference for ringfenced elements of contracts to protect vulnerable provision such as parent and carer support, challenges in working with primary care and the importance of clear expectations in relation to high-cost / low-volume provision such as in-patient detoxification.
- 3.3 Consultation has been undertaken with people with lived experience of substance misuse and local stakeholders. Some 66 people with lived experience of drug and alcohol misuse and 75 representatives from local stakeholders took part in consultation activities including questionnaires and focus groups. Current provision was highly rated and valued and respondents recognised that a lack of investment had led to high caseloads. Areas identified as being priorities for improvement included:

- Improved access to support in areas away from the city centre, including home visits and outreach
- An increase in evening and weekend provision
- Improved support around mental health conditions
- Increased gender-specific support
- Improved family / carer support provision

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

4.1 The Invitation to Tender documents will be released in May 2024. It is intended that the procurement process – including any dialogue – will take approximately 6 months and will enable contract award to take place in early November 2024 and allow for a 5-month mobilisation period for the new provider. It is intended that the new contract will commence on 1<sup>st</sup> April 2025.

#### **5. Comments from Director of Finance and Resources and Director of Law and Governance**

##### **5.1 Financial implications**

The proposed adult drug and alcohol treatment and recovery service contract is valued at £5.053m per annum, made up from:

- £4.15m per annum for the ‘core’ provision, funded through the Public Health Grant.
- £903k per annum for the ‘probable’ provision, funded by ring-fenced grants, including the SSMTRG, IPS Grant and Domestic Abuse Safe Accommodation Grant. The ‘probable’ nature of this element of provision reflects that certain elements of grant funding are less certain, and gives the Council the ability to withdraw or reduce the requirement based on the availability of these funding streams.

##### **5.2 Legal implications**

###### **Grant acceptance**

Section 1 of the Localism Act 2011 gives the Council a general power of competence and as such the Council has the power to receive grant funding and enter into a grant agreement.

Prior to acceptance of the Supplementary Substance Misuse Treatment and Recovery Grant/s, legal services will review and provide legal advice on the terms of grant.

Prior to entering into contract with a supplier for the provision of Drug and Alcohol Treatment and Recovery Services, legal services will provide advice as necessary on the terms and conditions.



## **Procurement**

The current contracts will expire on 31<sup>st</sup> March 2025. In order to ensure that the service is maintained, we are legally required to conduct an open and transparent procurement process which will be a competitive tender process to ensure best value against the agreed evaluation criteria.

The Provider Selection Regime (PSR), introduced via the Health and Care Act 2022 and set out in the Health Care Services (Provider Selection Regime) Regulations 2023, came into effect on 1 January 2024. The PSR introduces alternative procurement regulations of health services. The regulations specify that drug and alcohol services fall within the remit of PSR.

PSR enables local authorities to award contracts through three processes – ‘direct award’, award to the ‘most suitable provider’ and award following a ‘competitive process’. Due to the changes introduced by the new national Drug Strategy and additional funding likely to be made available, it is recommended that the Council procures these services via the ‘competitive process’.

The Council will comply with the new regulations and the Council’s revised contract procedure rules as well as any applicable legislation when tendering the services.

## **Public Health Functions**

Treatment for drug and alcohol misuse is a ‘non-prescribed’ function of public health grant spend. Conditions governing the receipt of the Public Health Grant requires the council, in using the grant, to *“have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services, based on an assessment of local need and a plan which has been developed with local health and criminal justice partners.”*

Conditions governing the receipt of the SSMTRG grant requires the Council to *“maintain or build upon the core investment in drug and alcohol treatment and recovery”*. Each year, the Council is required to submit a full spending proposal for the full use of the SSMTRG in the coming 12 months and provide a Statement of Grant Usage at the end of the financial year.

## **TUPE**

Whilst there are no implications for staffing at this stage, in the event that the winner of the procurement exercise is not the current provider there will be implications for staff transfer under TUPE. This, however, is an issue for the old and new providers to resolve although the Council will ensure that the mobilisation process is sufficiently robust to manage the issue.

## **6. Other implications**

### **6.1 How will this contribute to the One Coventry Plan?**

(<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)

The services support the One Coventry Corporate Plan's vision to help to make communities safer, improve the health and wellbeing of local residents and protect our most vulnerable people by reducing the harms caused by substance misuse.

## 6.2 How is risk being managed?

An officer group has been working to develop a procurement strategy to understand and minimise risks. These include:

- **Failure to appoint a provider.** Interviews with potential bidders have helped understand the minimum requirements of providers. As such, the contract will be of 5 years, with options to extend for up to a further 4 years, providing financial stability and time to embed pathways and partnership working.
- **Failure to deliver on priorities.** The procurement process may include dialogue to ensure bidders fully understand the commissioner's requirements in relation to the delivery of outreach and community engagement. The contract will include a requirement of the service to review and produce service improvement plans.
- **Changes in demand.** The procurement process will include dialogue to engage a positive and transparent relationship between the local authority and the provider to help understand the changing demand on services during the course of the contract.

## 6.3 What is the impact on the organisation?

Substance misuse is a significant issue for many functions of the City Council, including Public Health, Children's Services, Adult Social Care, Safeguarding, Housing and Community Safety.

## 6.4 Equality Impact Assessment (EIA)

People misusing drugs and alcohol are among the most vulnerable and socially excluded populations and the contract will directly lead efforts to reduce health inequalities and prioritise engagement with communities affected by addiction.

## 6.5 Implications for (or impact on) climate change and the environment

There are no implications.

## 6.6 Implications for partner organisations?

The needs of people misusing drugs and alcohol are broad and commonly require support from a large number of partner agencies. Drug and alcohol treatment and recovery services are required to engage in significant joint working (which may include pathways, joint provision and co-location or in-reach) with a number of agencies including, primary and secondary care, mental health services, police, probation, courts and prisons.

**Report authors:****Name and job title:**

Allison Duggal, Director of Public Health and Wellbeing

Paul Hargrave, Senior Commissioning Manager – Adult Public Health Services

**Service:**

Public Health and Wellbeing

**Tel and email contact:**

Paul Hargrave

Tel: 024 7683 2868

[Paul.Hargrave@coventry.gov.uk](mailto:Paul.Hargrave@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/ approver name</b>	<b>Title</b>	<b>Service Area</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Rob Amor	Deputy Head of Procurement, Procurement and Commissioning Services	Law And Governance	11.3.24	22.3.24
Amander Allen	Programme Manager	Public Health and Wellbeing	11.3.24	25.3.24
Linden Dunham	Commercial Contracts Lawyer	Law and Governance	11.3.24	21.3.24
Suzanne Bennett	Governance Services Co-ordinator	Law and Governance	11.3.24	11.3.24
<b>Names of approvers for submission:</b> (officers and members)				
Allison Duggal	Director of Public Health and Wellbeing	-	11.3.24	20.3.24
Chris Whiteley	Finance Manager	Finance and Resources	11.3.24	22.3.24
John Redfern	Corporate and Commercial Lawyer	Law and Governance	11.3.24	22.3.24
Councillor K Caan	Cabinet Member for Public Health and Wellbeing	-	11.3.24	26.3.24

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# Scrutiny Meeting 11<sup>th</sup> April 2024

## Drugs and Alcohol update

Allison Duggal – Director of Public Health and Wellbeing  
Paul Hargrave – Senior Commissioning Manager – Adult Public Health Services  
Amander Allen – Public Health Programme Manager (Drugs and Alcohol)



# Overview:

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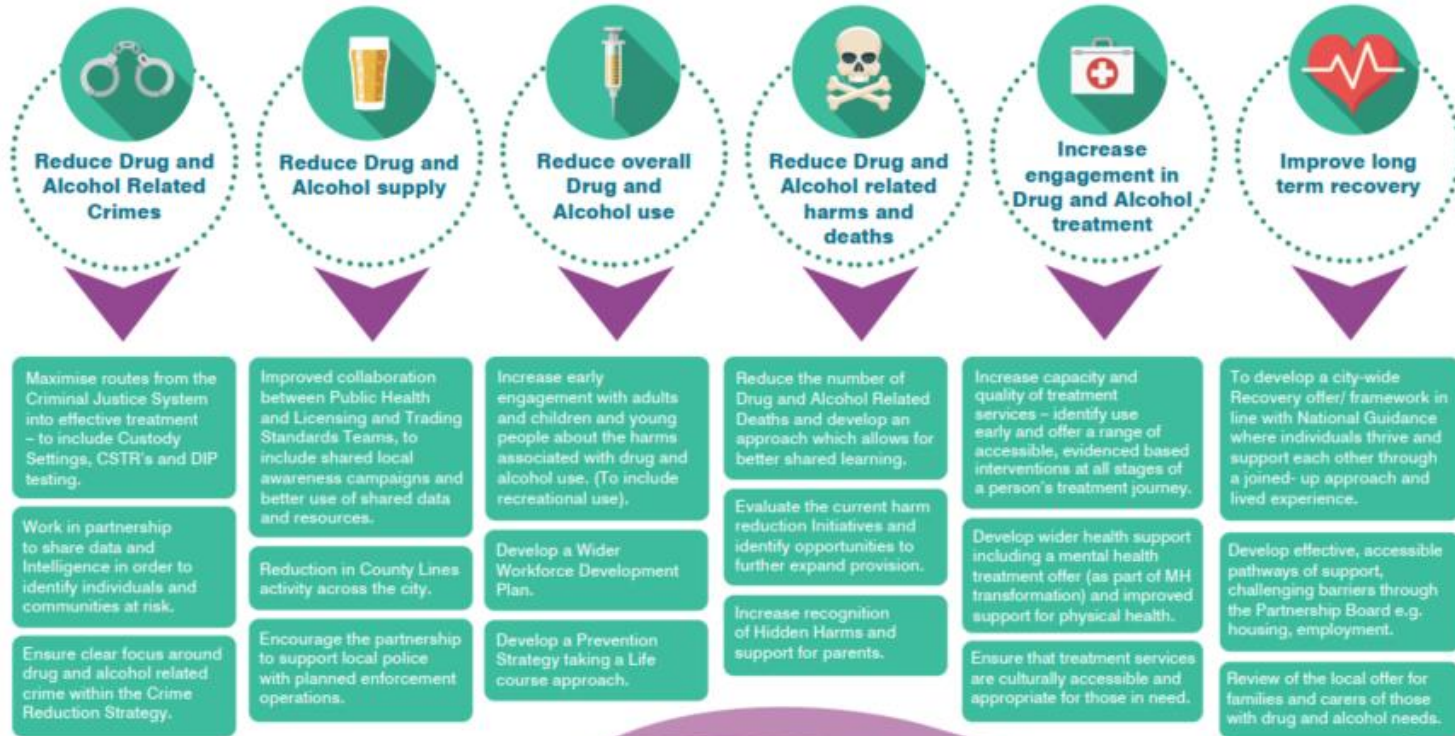
- Drug and alcohol strategy update
- Accessibility of drug and alcohol treatment services
- Nitrous oxide
- Staffing and Workforce Development
- Reprocurement of drug and alcohol treatment services: (Cabinet paper)
  - What is treatment and our local provision
  - Engagement and Consultation



# Drug Strategy overview and progress:

## Tackling Drugs and Alcohol to Build a Better Coventry

### Our strategic priorities



# Accessibility of services:

Some of the work that has been undertaken...

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Cultural Accessibility	Women and Treatment	Review of the way in which services are delivered
<ul style="list-style-type: none"><li>• Working with Settlement Support services</li><li>• Awareness sessions and offers of targeted support with local communities</li><li>• Cultural competence audit</li></ul>	<ul style="list-style-type: none"><li>• Better partnership working with local women's services</li><li>• Women in treatment service user feedback session</li><li>• In-reach at new Livewell Centre operated by new sexual health service</li></ul>	<ul style="list-style-type: none"><li>• Service user feedback is on-going<ul style="list-style-type: none"><li>• Consultation</li><li>• Outreach/ In-reach</li><li>• City Centre Breakfast club</li></ul></li><li>• Specialist Domestic Abuse support offer and domestic abuse complex needs unit</li></ul>





# Nitrous oxide:

- Changes in the law
- Collaborative Working with licensing and trading standards teams
- Local plans and commitments
  - Work with Coventry City Council Street Pride Team to identify hot-spot areas of concern
  - Regional NOS working group – looking at data, hospital admissions and harm reduction
  - Work with Positive Choices YP drug and alcohol service looking at how we monitor and record use



# Staffing, recruitment and workforce development:

- Volunteering – in the last quarter CGL reported an incredible 2500 volunteer hours
- Student placements – this has been expanded over the past couple of years and now includes placements for social work, mental health nursing, occupational therapy, criminology and psychology degree students and counselling.
- Sessional hours
- Apprenticeships – CGL have had 3 apprentices over the past year and access to the apprenticeship levy.
  - 5 staff are currently completing level 5 Management and Leader in Adult Care qualifications
- Implementation and recruitment of assistant team leader roles to support the development of front-line management



# What is treatment:

## Outcomes sought

Reduction in use and abstinence

Reduction drug and alcohol related deaths

Improvements in physical and mental health

Improvements in social inclusion

Improvements in social inclusion

## Interventions

Unstructured and structured treatment, incl harm reduction, talking therapies, substitute prescribing, community-based detox, peer support and groupwork

Care coordination with a range of health, justice, social care, housing and other support services

Medical interventions (e.g. blood borne virus vaccination, testing and referral for treatment)

Access to inpatient detoxification and residential rehabilitation services

Employment support

Social inclusion activities, interventions to support people in their recovery

Training, support and consultation for the wider workforce



# Reprocurement:

- Current contract expires March 2025
- Re-procurement using new Provider Selection Regime procurement regulations – open procurement
- Single Lot for Adult services
- Funding
- Focus on improving alcohol provision, quality of provision
- Timescales:
  - Cabinet – 16 April 2024
  - Release Invitation to Tender – May 2024
  - Award – October 2024
  - Service Go-Live - April 2025



# Engagement:

- 54 people affected by drugs and alcohol completed an online survey
- 12 current or former CGL service users took part in group discussions
- 57 stakeholders completed an online survey published through Let's Talk
- 18 stakeholders took part in group discussions
- 5 drug and alcohol service providers completed a soft market testing questionnaire, representations from all also took part in 1-2-1 discussions

Procurement process	Service Specification	Performance Management Framework	Evaluation of bidders
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# Consultation:

Current provision was well thought of, particularly among service users and people affected by drugs and alcohol. Top 10 points raised:

Poor previous experience (of any treatment service and other 'stat' services) is a major barrier for engagement

Provide more contact while people are waiting for interventions

Weekend and evening provision

Venue or setting

Individualised care

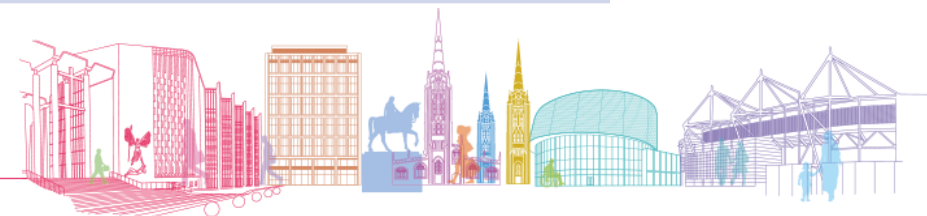
Mental health support

Issues most relevant to protected characteristics: those with caring responsibilities, dementia, physical health issues, females, non-Christian cultures and neurodiversity

Peer support is crucial and services benefit from a mix of staff with and without lived experience

Staff competency and 'kindness'

Partnership working



# Agenda Item 8

SCRUCO Work Programme 2023-24

Last updated 22<sup>nd</sup> March 2024

Please see page 2 onwards for background to items

<b>28<sup>th</sup> June 2023</b>
Informal All Scrutiny Planning Meeting
<b>12<sup>th</sup> July 2023</b>
Police and Crime Board Strategic Assessment (deferred from April 2023) Domestic Abuse Update
<b>20<sup>th</sup> September 2023</b>
One Coventry Climate Change Strategy – Consultation and Engagement Feedback Scrutiny Annual Report 2022-23 Complaints Policy and Procedure – Task and Finish Group
<b>25<sup>th</sup> October 2023</b>
Council Subsidiaries Annual Reports 22/23 a)Coventry Municipal Holdings b)UKBIC c)Sherbourne Recycling
<b>6<sup>th</sup> November 2023</b>
Amendments to City Centre PSPO – consultation findings
<b>22<sup>nd</sup> November 2023</b>
Serious Violence Duty
<b>20<sup>th</sup> December 2023</b>
Coventry Cultural Strategy - learning from the City of Culture One Coventry Annual Performance Report (Cabinet Report)
<b>7<sup>th</sup> February – cancelled</b>
West Midlands Combined Authority – delivery update WMCA Scrutiny Annual Report
<b>21<sup>st</sup> February 2024</b>
Local Policing Update
<b>11<sup>th</sup> March 2024 – moved from 20<sup>th</sup> March 2024</b>
Strategic Energy Partnership Public Sector Decarbonisation Scheme - CCC Public Buildings Phase 2
<b>11<sup>th</sup> April 2024 – moved from 24<sup>th</sup> April 2024</b>
Parking and Road Safety Complaints Policy and Procedure Task and Finish Group Rebuilding Drug and Alcohol Treatment and Recovery Services (Cabinet Report)
<b>To carry forward to 2024-25</b>
LGA Peer Review Findings (early June) City Centre PSPO Monitoring (July) CCC Transformation Programme Health Inequalities and Marmot Spon End Regeneration Project Adaption and Resilience Plan Serious Crime Duty Coventry Cultural Strategy – progress report Cost of Living and Poverty Domestic Abuse Planning Performance Fly-tipping Prosecutions (Cabinet Report) Strategic Energy Partnership Projects

Date	Title	Detail	Cabinet Member/ Lead Officer
28 <sup>th</sup> June 2023	Informal All Scrutiny Planning Meeting		
12 <sup>th</sup> July 2023	Police and Crime Board Strategic Assessment (deferred from April 2023)	To consider the strategic assessment and priorities for the coming year on community safety issues.	Cllr AS Khan
	Domestic Abuse Update	An update following meeting on 22 June 22 to include progress on early intervention	Alison Duggal Cllr P Akhtar
20 <sup>th</sup> September 2023	One Coventry Climate Change Strategy – Consultation and Engagement Feedback	To look at the details of the feedback on the Climate Change Strategy and how this will be reflected in the final strategy.	Cllr O’Boyle Colin Knight Rhian Palmer Bret Willers
	Scrutiny Annual Report 2022-23	To consider the 2022-23 Annual Report	Cllr N Akhtar
	Complaints Policy and Procedure – Task and Finish Group	To establish a task and finish group to feed into the review of the Council’s current complaints policy and procedure following on from the Local Government Ombudsman’s report.	Cllr Brown, Cllr Welsh Adrienne Bellingeri Rachael Sherwood
25 <sup>th</sup> October 2023	Council Subsidiaries Annual Reports 22/23 a)Coventry Municipal Holdings b)UKBIC c)Sherbourne Recycling	SCRUCO will receive the annual report of CMH, UKBIC and Sherbourne Recycling for consideration.	Andrew Walster Cllr Duggins



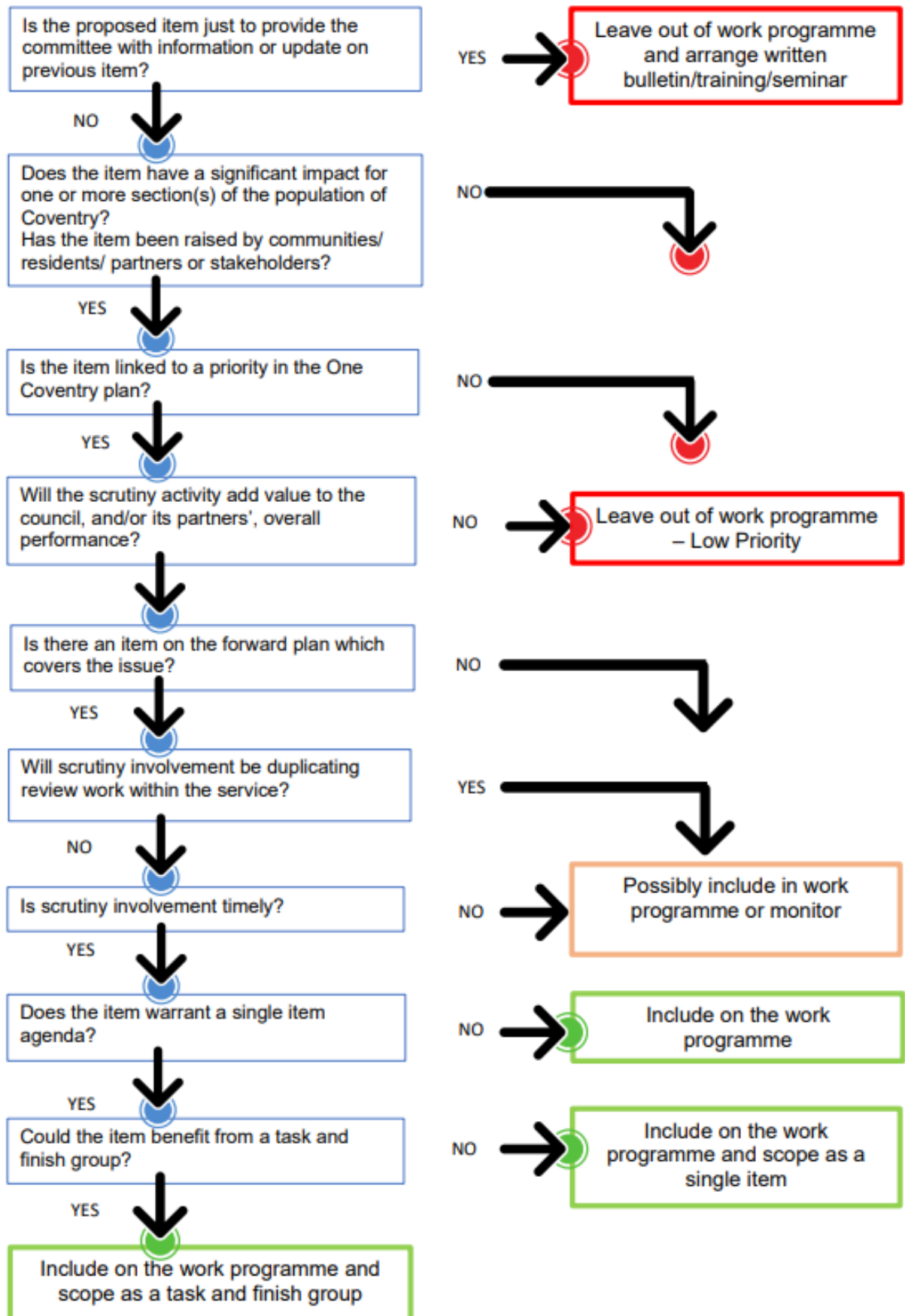
SCRUCO Work Programme 2023-24

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>6<sup>th</sup> November 2023</b>	Amendments to City Centre PSPO – consultation findings	To consider the outcome of the consultation on changes to the city centre PSPO ahead of a decision by Cabinet	Davina Blackburn/ Joy Adams Cllr AS Khan
<b>22<sup>nd</sup> November 2023</b>	Serious Violence Duty	The local authority has a statutory duty to comply with the new serious violence duty. The Council in partnership must produce an operational plan around how we are going to tackle serious violence as a city	Cllr AS Khan Allison Duggal Caroline Ryder
<b>20<sup>th</sup> December 2023</b>	Coventry Cultural Strategy - learning from the City of Culture	To consider the lasting legacy from City of Culture 2022 including impact on the Council.	Cllr Duggins David Nuttall
	One Coventry Annual Performance Report (Cabinet Report)	To scrutinise the One Coventry Annual Performance report and for Scrutiny Board Chairs to identify areas of work for their Boards to scrutinise in detail.	Cllr Duggins Allison Duggal Kirston Nelson
<b>7<sup>th</sup> February – cancelled</b>	West Midlands Combined Authority – delivery update	To consider the work that the combined authority has delivered in Coventry	Cllr Duggins Laura Shoaf Julie Newman
	WMCA Scrutiny Annual Report	To consider the annual report of the West Midlands Combined Authority	
<b>21<sup>st</sup> February 2024</b>	Local Policing Update	To follow up from the item in 2023 on the local policing model, to include information on the contact details for local police officers as well as actual numbers including any vacancies	Daryl Lyons, WMP Cllr AS Khan
<b>11<sup>th</sup> March 2024 – moved from 20<sup>th</sup> March 2024</b>	Strategic Energy Partnership	To provide Scrucro with information about the scheme and how it will be delivered. To consider the delivery of the 5 year plan and the 5 key projects as part of the partnership	Cllr O’Boyle Colin Knight Rhian Palmer Bret Willers
	Public Sector Decarbonisation	To consider the Cabinet Report in terms of delivery of the scheme and benefits of the scheme to the Council.	Lowell Lewis Cllr O’Boyle

Date	Title	Detail	Cabinet Member/ Lead Officer
	Scheme - CCC Public Buildings Phase 2		
<b>11<sup>th</sup> April 2024 – moved from 24<sup>th</sup> April 2024</b>	Parking and Road Safety	To consider parking enforcement and partnership between the Council and the police to support safer roads.	Paul Bowman Cllr AS Khan Cllr Hetherton WMP
	Complaints Policy and Procedure Task and Finish Group	Recommendations arising from the T&F on the Council's complaints policy.	Cllr Brown Adrienne Bellingeri
	Rebuilding Drug and Alcohol Treatment and Recovery Services (Cabinet Report)	To consider the Cabinet report on recommissioning - To include Rough Sleeping Drug and Alcohol Treatment Grant - A progress report including data, logic model evaluation framework.	Allison Duggal Paul Hargrave Cllr Caan
<b>To carry forward to 2024-25</b>	LGA Peer Review Findings (early June)	Following a visit by a peer review team in January 2024 Scrucoco will consider the recommendations and actions	Vanessa Millar Cllr Duggins
	City Centre PSPO Monitoring (July)	As requested, Scrucoco will consider progress on implementation of the new PSPO agreed at Cabinet 13 <sup>th</sup> June 2023	Liam Nagle AS Khan
	CCC Transformation Programme	To review the impact of the CCC Transformation Programme and funding associated with it.	Cllr Duggins Kirston Nelson
	Health Inequalities and Marmot	To look at what the Council is doing to address health inequalities and to monitor progress OCP Indicators for Male/Female Life expectancy	Allison Duggal Cllr Caan
	Spon End Regeneration Project	How is it funded? How have people have been relocated? What are the plans? How are plans communicated with the community?	
	Adaption and Resilience Plan	To consider what the Council is doing to protect the city from the impact of climate change, including partners involved in the delivery and represented on the Climate Change Board	Cllr O'Boyle Colin Knight Rhian Palmer Bret Willers

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	Serious Crime Duty	At their meeting in November 2023 the Committee requested a 6 month progress update, including the measurables identified by the Police and Crime Board to measure success.	Cllr AS Khan Allison Duggal Caroline Ryder WMP
	Coventry Cultural Strategy – progress report	Following their meeting on the 20 <sup>th</sup> December 2023, the committee requested a further update on progress in delivering the Cultural Works model, including communication with Members.	David Nuttall Cllr Welsh
	Cost of Living and Poverty	To update on support offered to low income families as well as the OCP indicator of % of children living in relatively low income families.	Kirston Nelson Cllr Duggins
	Domestic Abuse	A regular update item on the progress of delivery on the Domestic Violence and Abuse Strategy	Jayne Ross Cllr AS Khan Cllr P Akhtar
	Planning Performance	Development Management function - overall performance against Government targets. Annual monitoring report (AMR).	Cllr Welsh, Rob Back
	Fly-tipping Prosecutions (Cabinet Report)	To consider increasing the maximum fine that can be issued for fly-tipping	Cllr AS Khan Sarah Elliot
	Strategic Energy Partnership Projects	Further from 11 <sup>th</sup> of March SB meeting to refer future Cabinet Reports for projects that reach Gateway 4 (Detailed Business Case) to the relevant Scrutiny Board. And regular updates from the SEP	Cllr O’Boyle Rhian Palmer

### Work Programme Decision Flow Chart



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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