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Coventry City Council

Agenda

Scrutiny Co-ordination Committee

Time and Date
10.00 am on Wednesday, 20th February, 2013

Place
Committee Rooms 2 and 3 - Council House

Public Business

1. **Apologies and Substitutions**

2. **Declarations of Interest**

3. **Minutes**

   (a) To agree the minutes of the meeting held on 23rd January 2013 (Pages 5 - 10)

   (b) Matters Arising

4. **Overview and Scrutiny Management - Agreement of Urgent Item Relating to Home Energy Conservation Act 1995**

   The Committee are asked to note that the Chair of the Scrutiny Co-ordination Committee has been asked to attend the Joint meeting of Cabinet Member (Neighbourhood Action, Housing, Leisure and Culture) and Cabinet Member (Sustainability and Local Infrastructure) for the report of the Director of Community Services headed 'Home Energy Conservation Act 1995' to agree that the decision is urgent and that Call-in should not apply. In accordance with paragraph 4.5.3.1 of the Council's Constitution, the report is presented to the Scrutiny Co-ordination Committee to inform them of this request and the reason for urgency. The reason for urgency is that approval of the draft report required by the Home Energy Conservation Act 1995 must be submitted to the Secretary of State by 31/03/13.

10.10 a.m.

5. **Report Back on the Work Of Outside Bodies - Coventry & Warwickshire Local Enterprise Partnership Ltd** (Pages 11 - 16)

   To look at the work of the Local Economic Partnership for the past 12 months, it's progress, it's creation as an entity and its governance and reporting requirements.

   Report of the Director of City Services and Development

10.55 a.m.

6. **Business Services Review** (Pages 17 - 58)

To review the effectiveness of the new Business Service 12 months after implementation.

Report of the Director of Customer and Workforce Services

11.40 a.m.

7. **Electoral Registration and Democratic Engagement** (Pages 59 - 78)

To report on progress on increasing electoral registration, to assess the impact of the changes required to the registration process and to provide an update on the issues raised by the Lord Mayors visit to Kiel, for an analysis of the questionnaire to see if there are lessons to be learned in improving civic participation in local decision making.

Briefing Note of the Director of Customer and Workforce Services

12.10 a.m.

8. **Reports Back in the Work of Outside Bodies**

(a) West Midlands Councils (Pages 79 - 80)

Report of Councillor J. Mutton

(b) West Midlands Joint Committee (Pages 81 - 82)

Report of Councillor J. Mutton

9. **Scrutiny Co-ordination Committee Work Programme 2012/2013** (Pages 83 - 90)

Report of the Scrutiny Co-ordinator

10. **Outstanding Issues**

Outstanding Issues are included in the Work Programme.

11. **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.

12. **Meeting Evaluation**

To evaluate the effectiveness of the meeting

Private Business
Nil

Bev Messinger, Director of Customer and Workforce Services, Council House Coventry

Tuesday, 12 February 2013

Notes: 1) The person to contact about the agenda and documents for this meeting is Michelle Salmon, Democratic Services, Council House, Coventry, telephone 7683 3065, alternatively E-mail: michelle.salmon@coventry.gov.uk

2) Council Members who are not able to attend the meeting should notify Michelle Salmon no later than 9.00 a.m. on the day of the meeting, giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.

3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Committee, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors F Abbott, L Bigham (Chair), J Blundell, C Fletcher, K Foster, D Howells, R Lakha, M Mutton, T Skipper (Deputy Chair) and D Welsh

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR if you would like this information in another format or language please contact us.

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SCRUTINY CO-ORDINATION COMMITTEE

23rd January, 2013

Scrutiny Co-ordination Committee Members Present:	Councillor Mrs Abbott Councillor Mrs Bigham (Chair) Councillor Blundell Councillor Mrs Fletcher Councillor Lakha Councillor Skinner (Substitute for Councillor Foster) Councillor Welsh
Deputy Chairs of Scrutiny Boards Present:	Councillor Clifford
Cabinet Members Present:	Councillor Kershaw Councillor Townshend
Other Members Present:	Councillor Clifford Councillor Lancaster
In attendance:	Honorary Alderman J. Gazey
Employees Present:	H. Abraham (Customer and Workforce Services Directorate) P. Bharadwa (City Services and Development Directorate) V. Castree (Chief Executive's Directorate) D. Haley (Children, Learning and Young People Directorate) B. Hastie (Finance and Legal Services Directorate) T. Healey (Chief Executive's Directorate) G. Holmes (Chief Executive's Directorate) J. McLellan (Customer and Workforce Services Directorate) J. Nichols (Neighbourhood Management) C. Pearson (Chief Executive's Directorate) J. Venn (Customer and Workforce Services Directorate) A. West (Chief Executive's Directorate)
Apologies:	Councillor Foster Councillor Howells Councillor M. Mutton Councillor Skipper Councillor Sweet

Public Business

67. **Declarations of Interest**

There were no declarations of interest made.

68. **Minutes**

(a) The Minutes of the meeting held on 12th December, 2012 were signed as a true record.

(b) There were no matters arising.

69. **Advice Services Review**.

The Cabinet Member (Community Safety and Equalities), Councillor Townshend, was present for the consideration of the item.

The Committee considered a report of the Scrutiny Co-ordinator which indicated that there had been an abc briefing for all Members on the 17th November, 2011, which had provided information on the scope and scale of the Advice Service Review. The proposed outcomes of the review were currently out for consultation. A copy of the Advice Services Review 2013 was appended to the report.

The Committee discussed the report and questioned the Head of Building Sustainable Communities on the following matters:-

- Role of Voluntary Organisations
- Role of Coventry Direct
- Geographical locations
- Service Level Agreements
- Provision of services and the process

The Committee noted that feedback on the consultation exercise would be available on the City Council's website by the end of May 2013.

RESOLVED that Scrutiny Board 5 Welfare Reform Sub-Group invite members of Scrutiny Co-ordination Committee to their next meeting to consider the consultation document, and to report back to the meeting of the Committee on the 20th March, 2013.

70. **Update on Progress on the Recommendations from the Services to Schools Task and Finish Group**

The Cabinet Member (Education), Councillor Kershaw, was present for the consideration of the item.

The Committee considered a briefing note which provided a report back on the work carried out by the Services to Schools Task and Finish Group.

The Appendix to the report detailed the full recommendations which had been accepted by Cabinet.

The Committee noted that the recommended actions of the Services to Schools Task and Finish Group that had been completed and which included:-

- Developing a finance model to determine full cost recovery for services to schools pricing for 2013/14

- Identifying and understanding the implications of different categories of service which could affect charging structures and risk levels

- Work on marketing and branding to deliver a co-ordinated, corporate approach to marketing schools services

- Exploring ways in which the Council can adopt a more commercial and business-like approach in its relationship with schools, including designation of a specific role within existing staff roles and responsibilities.

RESOLVED that consideration of future subsidy for the two areas of schools services that do not have a plan in place to achieve full cost recovery be referred to the Cabinet Member (Education).

71. **Member Training and Development Programme 2013/14 and 2012/13 Update**

The Cabinet Member (Community Safety and Equalities), Councillor Townshend, was present for the consideration of the item.

The Committee considered a report by the Assistant Director (Democratic Services), which provided options for delivering the 2013/14 programme for member training and development following consultation with Council Members and officers. This was in line with the objectives in the Council's Member Training and Development Approach. The programme covered strategic, corporate and mandatory issues and personal skills development. It took into account individual member requests for training and development arising from this year's Personal Development Plan (PDP) process and lessons learnt from evaluating previous training. Two focus groups were being held with members mid-January to obtain feedback on the current and proposed training programme. This feedback would be shared with Scrutiny members.

An update was also given of delivery of the 2012/13 programme against the objectives set, identified needs and the budget. To date, 72% of training and development needs had been met, and the target of 90% was expected to be met. It was anticipated the budget of £23,773 would be underspent by £4,700 mainly in group budgets and not having to purchase a separate e-learning package. Successes of the current year included the Leadership Academy with 5 members attending this year. The focus in the remainder of this year was on the Member Development Charter reassessment and launching the Accredited Member Certificate course, in partnership with Coventry University. The proposed budget spend for 2013/14 was £23,919.

The Committee welcomed the report and particularly the new Accredited Member Certificate and raised the following matters with the Cabinet Member:-

- Mandatory Training
- Training Delivery Styles
- Co-ordinated training with officers
- Benefits of external involvement
- Timing of training

RESOLVED that the report be noted and the Cabinet Member (Community Safety and Equalities be requested as part of his formal consideration of the report to consider the issues raised above.

72. **Census 2011 – Identifying Ward Level Census Data**

The Committee considered a briefing note by the Scrutiny Co-ordinator which incorporated as an Appendix the Census Briefing December 2012 which had been produced by the Corporate Research Team.

RESOLVED that elected members be invited to join a working group to be established:-

(1) To work closely with officers to identify summary information from the 2011 Census and the Household Survey to be most useful for a Members' briefing on individual ward levels.

(2) To identify the best way to disseminate this information to elected members.

73. **Establishment of an Olympic Legacy Scrutiny Panel**

The Committee considered a report by the Scrutiny Co-ordinator which detailed the proposed membership and terms of reference for the Olympic Legacy Scrutiny Panel which was established by the Cabinet Member (Policy, Leadership and Governance) at his meeting on the 30th November, 2012.

RESOLVED:-

(1) That a Scrutiny Panel be established, with the terms of reference detailed in the report, to identify recommendations for the appropriate Cabinet Member to develop proposals for a lasting Olympics legacy for Coventry from London 2012.

(2) That the membership of the Panel be as follows:-

Councillor Abbott (Chair – Streets and Neighbourhoods Scrutiny Board)
Councillor Bigham (Chair – Scrutiny Co-ordination Committee)
Councillor Fletcher (Chair – Wellness, Liveability and Public Health Scrutiny Board)
Councillor Howells (Chair – Transport and Infrastructure Development Scrutiny Board)
Councillor Lakha (Chair – Jobs, Skills and Growth Scrutiny Board)
Councillor M. Mutton (Chair – Cabinet Advisory Panel on the 2012 Olympics)

74. **6 Month (April – September 2012) Cumulative Sickness Absence 2012/2013**

The Committee considered and noted a report of the Director of Customer and Workforce Services which provided information on the first six months absence. The Committee supported the actions taken to monitor and manage absence and promote health at work.

75. **Report Back on Conference – Local Government Association Annual Safer Communities Conference: Partnership Working in a New World**

The Committee noted a report by Councillor Lucas, Cabinet Member (Health and

Community Services) on the above conference which was held on the 28th November, 2012. The report detailed the benefits of attending the conference, and in particular the follow up work that officers would do in order to learn from other areas across the country.

76. **Scrutiny Co-ordination Committee Work Programme 2012/2013**

The Committee noted the Work Programme for the Municipal Year 2012/13.

77. **Outstanding Issues**

Outstanding issues were included in the Work Programme.

78. **Meeting Evaluation**

The Committee evaluated the meeting and concluded that although it went well they felt that the meeting was too long. They did, however, appreciate that there was a timeline for the reports to be considered.

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

There were no other items of public business.

Private Business

Nil

(Meeting closed at: 12.40 p.m.)

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Coventry City Council

Public report

Report to
Scrutiny Co-ordination Committee

20th February 2012

Report of
Councillor John Mutton

Title
Report Back on the Work Of Outside Bodies - Coventry & Warwickshire Local Enterprise Partnership Ltd

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1 Purpose of the Report

1.1 This report sets out details of the work of Coventry & Warwickshire Local Enterprise Partnership (C&W LEP) during the last twelve month period. This includes the C&W LEP becoming an incorporated company; details of its membership; and how it operates in practice.

2 Recommendations

2.1 You are recommended to:

(a) Note the partnership's transition to an incorporated company limited by guarantee – now operating as The Coventry & Warwickshire Local Enterprise Partnership Ltd
(b) Note the work of the Partnership and its benefits to the city
(c) Note the Director`s for the City Council

3 Information on Work of Outside Body

3.1 The Coventry & Warwickshire Local Enterprise Partnership (C&W LEP) was developed in response to the current government's reforms to sub-national economic development. These reforms, as outlined in the Local Growth White Paper, October 2010, included the abolishment of Regional Development Agencies, and the shifting of power to local communities and businesses. As part of these reforms, the government gave support to the development of Local Enterprise Partnerships - joint local authority-business led bodies brought forward by local authorities to promote local economic development. The C&W LEP was one of the first 24 successful LEPs that were approved in the Local Growth White Paper.

3.2 The C&W LEP was established for the Coventry & Warwickshire sub-region due to the strong economic linkages evidenced across this geographical area. The sub-region also has a long and extensive history of successful partnership working in economic development. The inaugural meeting of the C&W LEP Board was held on 17th January 2011.

3.3 As of September 2012 the C&W LEP was incorporated to replace the unincorporated C&W LEP. The C&W LEP now operates as a separate legal person, and can, for example, enter

into contracts in its own name, and incure its own liabilities and assets. The company is a Company limited by guarantee.

3.4 The Members of the Company at the time of set up included the following individuals from the Private Sector –

- Sir Peter Rigby
- Martyn Hollingsworth
- George Gillespie
- Amrik Bhabra
- Michael Woodhead

3.4.1 The Members of the Company included the following organisations from the Public Sector –

- Coventry City Council
- Warwickshire County Council
- The LEP District Leaders Board
- University of Warwick
- Coventry University

3.5 The C&W LEP Ltd has a Board of Directors that at any time shall not be less than twelve or greater than sixteen in number. The Board of Directors consists of eight A Directors (drawn from the private sector) and eight B Directors (drawn from the Public Sector).

3.5.1 The current A Directors include three of the five individuals from the private sector that are named as members above - one of which is appointed by the Coventry & Warwickshire Chamber of Commerce and the Federation of Small Businesses. Since September 2012 four new members to the board have now been appointed. They are:

- Karl Eddy - Partner, Grant Thornton
- Richard Hutchins – WMG Academy
- Paul Kehoe: CEO, Birmingham Airport
- Bruce Undy, Federation of Small Businesses
- A fourth vacancy is currently being appointed with the recent resignation of Michael Woodhead.

3.5.2 The current B Directors consist of one B Director from each of the city's universities; two B Directors from Warwickshire County Council; two B Directors from Coventry City Council, and two B Directors from the LEP District Leaders Board (See Appendix 1 for Board, Executive and CWLEP Business Group Composition)

3.6 The appointed chair of the C&W LEP is Sir Peter Rigby, and the vice chair is Cllr John Mutton. Cllr Lynnette Kelly is a director of the board.

3.7 The objects of the Company are:

"to promote business growth, economic development, inward investment, skills and training development, employment creation and wealth creation across the Area, for the benefit of all who live, work, and study in the Area, and all who visit the Area, including, without limitation, promoting the Strategic Business Sectors."

3.8 The purpose of the C&W LEP remains unchanged. It is a business led company that aims to:

- Drive economic growth
- Help remove barriers to economic growth
- Help create high value jobs
- Co-ordinate local Government co-operation and support

The C&W LEP Five Year Strategy (2011-2016) remains current. Following the recent Heseltine Review and follow up guidance(subject to match) from DBIS and CLG, LEPs will be required to produce a multi-year Strategic Growth Plan with £250k provided annually by government to facilitate it`s productions. This strategic plan will be a key determining factor in deciding where the single pot funding that will be devolved from Government will be allocated (from April 2015)

3.9 Conflicts of Loyalty are dealt with through Article 18 of the Articles of Association of the Coventry & Warwickshire Local Enterprise Ltd *Article 18 states that any Director who has a situation in which he or she has, or can have, a direct or indirect interest that conflicts, or possibly may conflict with the interests of the Company will not, in accordance with the provision of section 180(4)(b) of the Companies Acts, be in breach of his or her general duties to the Company provided that such a Conflict of Loyalty is disclosed to the other Directors and does not involve any direct or indirect benefit of any nature to the Director or any connected person.*

3.10 Any conflicts of interest are dealt with through Article 19 within the Articles of Association of the Coventry & Warwickshire Local Enterprise Ltd. *Article 19 states that if a proposed decision of the Directors would involve any direct or indirect benefit to a transaction or arrangement with the Company in which a Director or any connected person is interested, that Director shall declare the nature and extent of his or her interest in compliance with Sections 177 and 182 of the Companies Acts and that Director shall not participate or vote in the decision making process or for quorum purposes. If a question arises as to whether a Director has a conflict of interest for the purposes of this Article 19, the question shall be decided by a majority of the other Directors.*

3.11 There are eight established C&W LEP Business Groups, and these have recently been revamped and energised. The Business Groups are Inward Investment; International Trade & Business Tourism; Advanced Manufacturing; Skills and Employability; Planning; Low Carbon; Small & Medium Businesses; Access to Finance; and Transport. Board Members are now accountable for the eight Business Groups, with three SMART priorities and aligned to the Strategy. Appendix 1 shows the membership of the groups and Cllr Kelly is the board lead accountable for the Planning group.

3.12 The C&W LEP has made good progress over the past 12 months. Achievements include:

- Securing £24.4m of Regional Growth Fund Round 3 funding
- Consolidating the RGF3 funding to create a £36.2m funding pot to deploy across Access to Finance; Support for Business; and Infrastructure and Major Projects. This is administered by a cross sector subgroup, reporting to the Board.
- The appointment of a new Chairman from September 2012
- The legal incorporation of the C&W LEP as a Company Limited by Guarantee. This has also led to stronger governance and transparent processes.
- Martin Yardley confirmed as the Chief Executive from Sept 2012 and the executive has been reconstructed
- New CWLEP premises in Warwick Town Centre

3.13 Future work of the LEP over the coming months includes a clear focus on key schemes and innovation assets significant to the economy such as Gateway; NUCKLE; M40(12); Stoneleigh; Friargate City Centre South and MIRA.

3.14 The next big challenge is the Coventry & Warwickshire City Deal. Coventry & Warwickshire sub-region is one of 20 places that have been invited to compete and on January 15th the CWLEP submitted an Expression of Interest to Government. We are expected to learn if we have been successful in the week beginning February 11th 2013. The process will then involve the following two stages.

- February – October 2013 Negotiation of Deal with Government Departments
- November 2013 City Deals signed off

The city will play a key leadership role in any potential deal and governance options are currently being explored. The Deal will seek to maximise economic benefits and negotiate with government on the bespoke and core package elements of the deal. A full City Deal update will be provided at a Cabinet Member Advisory Panel on 8th March.

4 Benefits to the City Council of the Appointment

4.1 Membership of C&W LEP Ltd enables Coventry City Council to take a lead role in the partnership and work across the sub-region and with government to deliver its economic development strategy.

4.2 It provides Coventry City Council with a clear role in influencing and enabling stronger public/private partnership working to deliver economic growth going forward in difficult economic circumstances.

4 Attendance Record and Remuneration for the Appointment

4.1 Nil

List of background papers

Proper officer:

Author: Paula Deas/ Sarah Powell Telephone (024) 7683 4180/1061
Councillor John Mutton (Any enquiries should be directed to the above)

Other contributors:
Nil

Papers open to Public Inspection

Description of paper	**Location**
Schedule of City Council Appointments to outside Bodies	CH60

Appendix 1

CWLEP Coventry & Warwickshire Local Enterprise Partnership

Main Board

CHAIRMAN
Sir Peter Rigby: SCH, Patriot Aerospace, Eden Hotel Collection

PRIVATE SECTOR
Martyn Hollingsworth: Director, Jaguar Land Rover
Vacancy
Bruce Undy– FSB/Chamber
George Gillespie: CEO, MIRA
Paul Kehoe: CEO, Birmingham International Airport
Richard Hutchins: WMG Academy
Karl Eddy: Partner, Grant Thornton

UNIVERSITIES
Madeleine Atkins: Vice-Chancellor: Coventry University
Professor Koen Lamberts: Deputy Vice-Chancellor: University of Warwick

PUBLIC SECTOR
Cllr John Mutton: Vice Chairman and Leader Coventry City Council
Cllr Alan Farnell: Leader Warwickshire County Council
Cllr Alan Cockburn: Cabinet Member Warwickshire County Council
Cllr Lynnette Kelly: Cabinet Member Coventry City Council
Cllr Craig Humphrey: Leader Rugby Borough Council
Cllr Les Caborn: Deputy Leader & Cabinet Member Warwick District Council

Executive Delivery Board

CWLEP Chief Executive	**Martin Yardley**
CWLEP Core Secretariat	Paula Deas Roger Dowthwaite
WMG	Richard Hutchins
Warwickshire CC	Louise Wall
Coventry University	Nigel Berkeley
FE Colleges	Marion Plant
Districts South	Bill Hunt
Districts North	Steve Maxey
Chamber/FSB	Louise Bennett
DCLG	Michelle Egan
DBIS Local	Andrea Whitworth

Business Groups

Inward Investment. Int'l Trade & Business Tourism

George Gillespie
tba

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Board Lead .....
Operational Chair .....

Low Carbon

tba
Keith Budden

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Coventry & Warwickshire Story

Communication
Lobbying/Marketing/ PR/Media

- Marketing Plan
- Local level public
- MP's
- Government reports
- Chamber/FSB/ Business
- Education (FE & HE)
- Web site
- Cross – LEP engagement
- Newsletter
- Chairman's letter

Strategic Growth Plan

- **City Deal**
- Interim Growth Plan Strategy
- Infrastructure
- Skills
- Finance
- Inward Investment/Export

Project/Office Management

- RGF Management
- Growing Places Management
- Gateway/Whitley/Toll Bar
- Friargate
- M40 Junction 12
- Nuckle
- A5/MIRA
- Catthorpe Junction
- Monitoring
- LTB

Administration

- Clink
- Business Groups
- Minutes
- Board Meetings
- Board Papers
- Back Office/IT/Website
- Events

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Coventry City Council

Briefing note

To: Scrutiny Co-ordination Committee **Date: 20 February 2013**

Subject: Business Services Review

1 Purpose of the Note

1.1 To review the effectiveness of Business Services 12 months after implementation and for the Committee to note the findings of the evaluation

2 Recommendations

2.1 To endorse and support the recommendations outlined in the attached report

3 Information/Background

3.1 In 2009 the Council, through the abc Transformation Programme initiated a Fundamental Service Review (FSR) of Administration and Business Support Services in order to create a shared administration service which would provide support across the whole Council. This FSR resulted in the creation of a centralised administrative service called Business Services.

3.2 Between April 2011 and October 2011, the new service called Business Services was implemented across the whole of the Council restructuring the old administrative and support functions.

3.3 As part of the implementation, it was agreed that Business Services would conduct a comprehensive evaluation of its first year in operation.

3.4 The evaluation has now been carried out, measuring progress against the key deliverables and principles as set out in the original project plan.

3.5 The report provides a detailed analysis of the last 12 months and makes a series of recommendations based on those findings, including achieving further savings for 2013/14 and future years.

List of Appendices included:

Business Services Evaluation Report

Bev Messinger/Shokat Lal
Directorate of Customer & Workforce Services

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BUSINESS SERVICES

Evaluation Report

Coventry City Council

Document Control

Version control

Version Number	Date Issued	Comments	Authors
0.1	12th December 2012	First draft issued to Customer and Business Services Assistant Director for comments	Doran Pearce/Narinder Parmar & BSMT
0.2	14th December 2012	2nd draft updated following review comments and re-issued to Customer and Business Services Assistant Director and Director of Customer & Workforce Services	Doran Pearce and Narinder Parmar
0.3	21st December 2012	3rd draft updated following review comments and re-issued to Customer and Business Services Assistant Director	Doran Pearce and Narinder Parmar
0.4a	2nd January 2012	Final draft updated	Bev Messinger and Shokat Lal

Distribution List

Name	Title	Date of Issue	Version
Adrian West	Scrutiny & abc Business Information Manager	3rd January 2013	1.0
Bev Messinger	Director of Customer & Workforce Services	3rd January 2013	1.0
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Carl Pearson	Assistant Director Bolder City abc Programme	3rd January 2013	1.0
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Colin Green	Director of Children, Learning & Young People	3rd January 2013	1.0
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Martin Yardley	Director of City Services & Development	3rd January 2013	1.0
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1 Executive Summary

In 2009 the Council embarked on an ambitious fundamental service review as part of its **abc** programme to review and restructure administrative and support functions. This work resulted in the creation of a centralised administrative service called Business Services (BS) in 2011.

The service has been in operation for over a year and a comprehensive evaluation has now been carried out, measuring progress against the key deliverables and principles originally developed by the project team. This report covers in some detail the evidence of progress along with honest and forthright feedback from the staff working in the service and their customers.

This review was one of the most ambitious the Council has ever taken in terms of scale and scope and every employee has felt the impact of the review to a greater or lesser extent.

The boldness of the decision to centralise administration across an organisation of the size and complexity of the Council is still unusual; we believe Coventry was the first local authority to undertake a complete centralisation of administration services and other local authorities and other public sector organisations are only now developing similar projects, often approaching us to get understanding of the way we approached and carried out the review.

We have learned many valuable lessons from this review. The pragmatic decision to "lift and shift" the service at launch rather than transform the organisations back office processes and then launch has created some difficulties and reduced the overall effectiveness and efficiency of the service. However the review was delivered within the spirit of transformation and, where possible, as the implementation rolled out some re-engineering of processes inevitably took place. There is still much more to do.

Understandable, but difficult, tensions between the Target Operating Model (TOM), with its 'one size fits all' approach and the degree of tailoring required within service areas still exist today. This was exasperated by the loss of experienced staff and our failure to ensure they transferred knowledge to newer staff before they left. Some services areas drew battle lines over this issue; others worked with us on finding a joint solution.

Business Services has been on a major learning curve we have not always got it right and accept that our performance needs to continue to improve.

The Council is not unique in struggling to embrace change, but it can be a stubborn organisation with a tendency to prefer the past and "the way we've always done things around here". In some areas there has been a high degree of resistance and this has been difficult to manage particularly against the backcloth of high vacancy levels, high sickness absence and corresponding dips in performance levels at implementation. Similarly there were pockets of resistance within BS around new management arrangements, new ways of working and the need to be flexible which have had to be addressed.

More assertive leadership in the early stages of this review across all directorates may have helped to ensure better organisational readiness and acceptance of the new model. On implementation many service areas have felt as though the new structure has been imposed on them rather than them being a part of the review and owning it. The accountability and ownership have been firmly placed with Business Services rather than joint ownership of a corporate service.

However there have been some significant and important achievements for the service in a relatively short period of time. Services are now, in the main, beginning to accept there they have to do things differently and that we will not reverse our decision to centralise our administrative function. A more mature dialogue between services areas and Business Services has started to take place, not based on an adversarial "them and us" position, but on the understanding that the answer lies in working together. We have some refinement to do of the model and the management structure and £450,000 savings to find next year, but we feel are in good shape to tackle these, with CMB's strong continued visible support.

One of our main barriers to further progress is around the property infrastructure and we will be working with colleagues on the **abc** strategic property review to address some of these issues.

Moving forward the main focus needs to be on true organisational transformation, the future shape of the organisation and end to end re-engineering of processes to enable Business Services to provide the seamless, efficient, consistent support function it was designed to do. Business Services has a key role to play, as does the rest of Customer and Workforce Services through its enabling platform work - driven by strategic leadership at CMB.

Finally, this review, its implementation and the learning from the evaluation provides a wealth of data on how we handle change in the future. We now intend to capture this learning in a separate paper to bring to Transformation Board/CMB so the lessons learned are understood, acted upon and help to ensure that the future transformation of services across the organisation benefit from this major piece of work.

Transformation Board are asked to review the findings and approve the recommendations.

2 Introduction

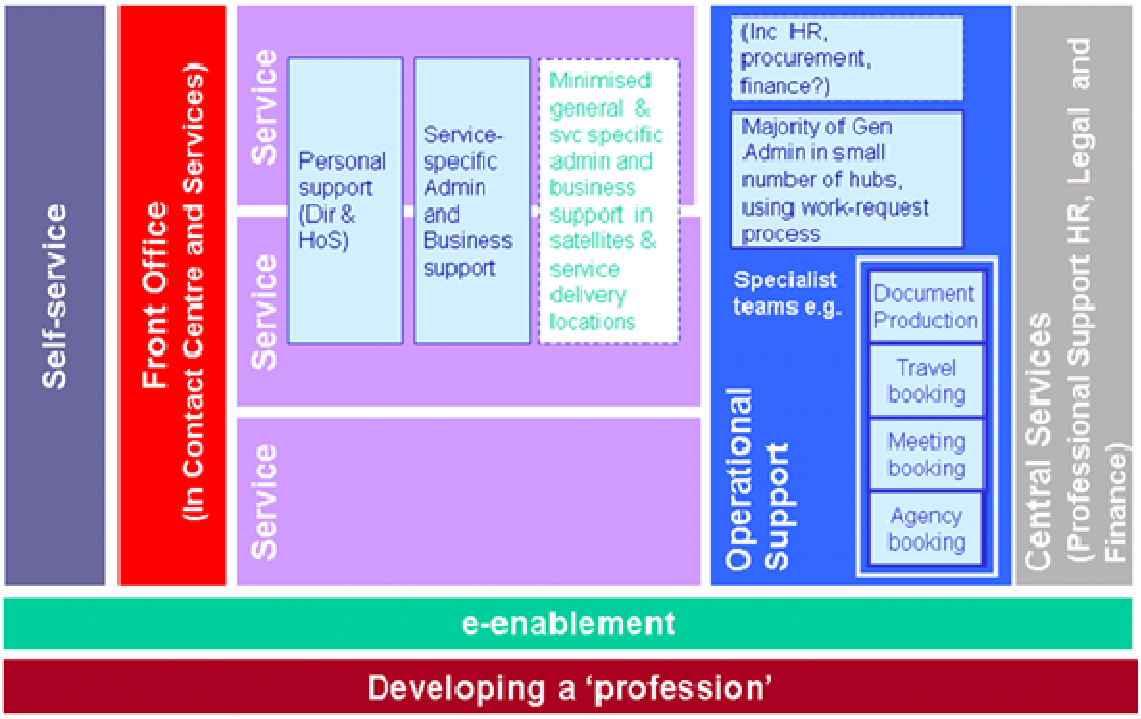
Background

As part of the **abc** Transformation Programme a fundamental service review of Admin and Business Support Services was initiated in order to create a professional administration service which would provide support across the Council. Existing ways of working were inefficient on a number of levels:

- High proportion of the workforce (645 FTE) providing back office support
- Heavily paper-based with non-standard processes
- Service provision was inconsistent
- Too many job roles and job families
- Multiple small teams with small spans of control and extensive management structures
- A salary budget in excess of £13m

New Service Vision and Target Operating Model

A new target operating model (below) was developed to address these issues :



The key concepts of the model were:

- ✓ A location based model split into five areas: Inner City 1, Inner City 2, Inner City 3, Outer City CLYP and Outer City CMS to provide the organisation with flexibility to meet future service demand across all directorates
- ✓ Service specific teams to support operational areas
- ✓ Personal support based on entitlement
- ✓ Specialist teams to process specific tasks such as travel booking/meeting booking
- ✓ Self-service wherever possible

The model was designed to:

- Deliver a consistent level of administrative support to employees either through self-service where appropriate or specialist centres
- Establish the new service as a professional service similar to Human Resources and Finance
- Deliver financial benefits from increased efficiency, reducing the workforce and from grade realignment

The Evaluation Framework

A number of elements have been drawn together to develop a fully comprehensive evaluation report, and the service has been evaluated against the principles, values and behaviours established at the beginning of the review. :

❖ **Strategic principles**

The new service will:

- ✓ "Simplify the need for administration wherever possible, through a robust process of challenge. Identify where processes can be simplified and automated"
- ✓ "Ensure consistent and fair provision of administration support on a Council wide basis, based on a clear definition of entitlement for different roles and types of work"
- ✓ "Standardise ways of doing things – define and promote one standard process for an activity that is used across the Council, and challenge hard any non-compliance with this"
- ✓ "Make the right way the easy way by designing processes, policies and systems in ways that incentivise people to use them"
- ✓ "Standardise underlying IT systems, email/intranet access and data stores, reducing fragmentation and proliferation"

❖ Operating principles

The new service will work effectively through

- ✓ "A focus on electronic data capture at source and capture once, use many times- reducing the need for rekeying, reducing error, and dramatically increasing information sharing possibilities"
- ✓ "A focus on self-sufficiency – make self-service easy to use and co-ordinate the roll out and management of systems. Set clear expectations about what different teams/roles do themselves. Ensure that this is reasonable, based on balance of costs, time, benefits, skills scarcity and up skilling required"
- ✓ "Exploiting the existing Contact Centre to increase call-handling, enquiry handling and resolution at first point of contact. Design processes to minimise unnecessary interruptions to Administration and service delivery staff"
- ✓ "Maximising team size and use of co-location, using consistent ways of working – giving greater efficiency, consistency, resilience and resourcing flexibility through economies of scale"
- ✓ "Maximising team size and use of co-location, using consistent ways of working – giving greater efficiency, consistency, resilience and resourcing flexibility through economies of scale"
- ✓ "Decoupling execution of tasks from physical location where possible and sensible – to enable work to be carried out in larger teams in other places where appropriate"
- ✓ "Decoupling administration skills and professional service-specific skills where possible, to enable Administration staff to be resourced more flexibly around the organisation"
- ✓ "Using dedicated teams for specialist, common corporate services. Consider best method of delivery including partnership or external suppliers to deliver services where this is more efficient and does not unnecessarily impact on service delivery quality (e.g. travel management, event management and venue management)"
- ✓ "Developing administration and business support as a profession with career structures and job roles that harness the skills, aspirations and enthusiasm of administration and business support staff and ensure that the Council has a modern, flexible workforce with the right skills for the future. Reduce the number of jobs and jobs families"
- ✓ "Using flexible management and resourcing structures that enable staff to be deployed appropriately to meet changing needs and seasonal variations within the Council"

❖ Underpinning these principles are the values and behaviours of the service:

- ✓ **"**To provide a professional, consistent and responsive service to our customers"
- ✓ "To ensure our staff are well managed, well equipped, motivated and competent"
- ✓ "To focus on continuous improvement by exploring new ways of working and checking and challenging what we do as a business "

3 Key Deliverables

- ✓ £2.4million was saved by the organisation and a £900,000 one off saving was achieved as a result of posts remaining vacant during the implementation and bedding in period
- ✓ The workforce has shrunk from the proposed model of 591.60 FTE to 537 FTE (data correct as at 1 October 2012). The reduction in numbers can be attributed to the following factors:
    - Devolved posts were returned to the operational areas
    - Reduced posts to fund operating costs
    - As the organisation continues to shrink, the admin support function is also shrinking
- ✓ BS has dealt with 1.12 million calls in a year, equating to approximately 20,000 telephone calls each week; spending over 568 hours on just incoming calls per week
- ✓ The creation and development of a new management structure and in particular people developing into new large managerial jobs
- ✓ Reduction in the number of job families from 36 to 14
- ✓ Levels of sickness absence this year have improved considerably in comparison to 2011/2012 as a result of consistent proactive rather than reactive case management
- ✓ New technologies (digital pens/dragon software) have been trialled by the service to achieve further efficiency gains
- ✓ Progress has been made to multi-skill staff to undertake both general administration and specialist work. Extensive training opportunities have been made available to staff as shown in the Appendix, over 3,000 days of training were undertaken by staff
- ✓ Clearer lines of responsibility and accountability have been established
- ✓ There were 41 internal promotions and 17 external promotions.
- ✓ Implementation of one room booking system via FM Facts where 90% of the rooms are available on a self-serve basis
- ✓ Child Protection backlog of 255 case conference minutes in July reduced to below 90 by November through flexible resourcing
- ✓ Moving from Access Storage to Iron Mountain has saved circa £18,000 per annum
- ✓ Stationery has been centralised across the organisation and a standardised process for requesting stationary and replenishing stock has been implemented resulting in further efficiencies
- ✓ Creation of a virtual minute taking hub to meet the unprecedented demand for meeting support
- ✓ Electronic diary management system implemented for social workers to further drive self-service

4 The Evaluation Assessment

The evaluation tests the extent to which new service has delivered against the strategic and operational principles and the values and behaviours expected of people working with and in the service.

Strategic principles evaluation

"Simplify the need for administration wherever possible, through a robust process of challenge. Identify where processes can be simplified and automated"

What's worked

- An electronic diary management system has been implemented for social workers and managers in CLYP reducing admin time and activity. Electronic diary systems have been set up in outer city locations for room bookings.
- Introduced electronic recording systems in CLYP replacing hard copy systems, used to secure email for minute distribution, cutting down on paper work and increasing security
- Streamlined the process relating to "missing" children and families, using more electronic forms of notification which has reduced the time taken to process reports
- Use of secure email for minute distribution in safeguarding, cutting down on hard copies to reduce costs
- Implementation of Protocol telephone messaging for Fostering and Adoption
- Working with CLYP management to reduce the high level of minutes being taken by offering alternatives, e.g. recording meetings, or attendees taking action points only
- Facilitating self service via training operational staff on use of systems and equipment
- Online grocery shopping has been introduced in Youth Offending Service (YOS) for homeless food parcels
- Creation of crystal reports on M3 system has enabled operational staff to produce their own statistical information, while automation of electronic ordering and invoicing processes for Highways has reduced time spent printing, faxing, scanning and then re-creating invoices
- Closer working with Post and Fast Print (P&FP) has enabled BS to re-direct larger mail merge/copying/print jobs. Reduction in expenditure associated with MFDs by putting measures in place and communicating to staff to reduce the amount of colour printing and double sided printing

Challenges and issues :

- Despite a comprehensive set of guidance and information being published on the intranet and meetings held over 18 weeks of implementation; service areas, customers and stakeholders in all directorates did not fully engage with the messaging and communications. This was a major transformational change for many customers and at that time their main interest was how they would be affected individually; naturally they only heard what was important to them. There are lessons to be learnt from this for all future transformational projects particularly Money Matters where culture change is crucial in delivering the project successfully

- In the main the introduction of BS initially was a "lift and shift" exercise which reduced staff numbers but not necessarily levels of work or redesigned processes. It would have been aided by all directorates preparing better and trying to pre-empt the impact of the changes of the forthcoming model by taking the opportunity to review and simplify processes

- P&FP resources continue to be underutilised and there are examples from across the organisation of managers challenging the use of P&FP preferring to use external sources at a higher cost

- Services in CLYP have also expressed concerns about the confidentiality of using P&FP, but we have reassured them that P&FP staff are subject to data confidentiality, and are appropriately trained

- Too much time and effort is still being spent on minuting non-essential meetings. BS supports on average 200 meetings each week; over 10,000 meetings a year. On average, 1,400 hours are spent supporting meetings each week - equivalent to over 38 FTEs. This support includes preparation time, meeting attendance, writing/reviewing and approving the minutes. The cost of the support is approximately £750,000 a year

"Ensure consistent and fair provision of administration support on a Council wide basis, based on a clear definition of entitlement for different roles and types of work"

What's worked

- The level of PA support that has been provided has, on the whole, remained aligned to the proposed model of entitlement based on a manager's grade. However, some directorates, have requested more support for managers due to the spans of control and nature of the work. BS has responded to this demand by bringing in more resource

- Resourcing across all operational sites is managed flexibly to ensure consistent cover, staff are moved according to need, workflow, peaks and troughs of workload and holiday, sickness cover etc. to ensure that there is always access to BS services. Where there is only one member of admin staff based at satellite locations general admin tasks are sent electronically from other BSCs and P&FP for processing to maintain service levels

- High turnover in the Short Term Assessment and Response Team (Community Services) resulted in a considerable amount of time being spent in training/mentoring of staff. BS introduced documented processes to ensure that this downtime was reduced and these are now reviewed and revised regularly

Challenges and issues

- ✓ The workaround Scheduler and Register introduced during the implementation were not fit for purpose; these systems would have given the management team the tools to analyse the demand for different services across the organisation and place its resources more effectively
- ✓ Some service areas failed to share concerns about the implications of allowing experienced and knowledgeable staff to leave on ER/VR without ensuring the processes were in place to undertake any knowledge transfer; this has been highlighted in Legal Services

- ✓ High levels of vacancies across all areas at the launch of BS meant that resources had to be allocated to areas by priority rather than by skills and knowledge
- ✓ Further work needs to be done with the Care Director processes around clarifying what the specific roles of adult social care staff and BS staff is in the assessment of referrals. The levels of training and experience needed for admin staff to carry out this function are highly demanding. A review with a joint project team between the services started in December to address this issue.
- ✓ BS is a large service with career opportunity which creates regular churn in the system which results in a continual recruitment/training process which creates delays and inconsistency of standards.
- ✓ Minute taking has presented problems in terms of volume and timing of meetings and the lack of existing skills/experience within BS around this process
- ✓ Whilst the model was in development for some two years prior to implementation there are many examples of where the model did not reflect the needs of the services. This has created tension in trying to adhere to the model and adopt a 'one size fits all' approach with meeting customer needs and not taking a backward step.

"Standardise ways of doing things – define and promote one standard process for an activity that is used across the Council, and challenge hard any non-compliance with this"

What's worked

- Enforcing compliance with 'wholesale mail'. Through the centralising of stationery we now source all envelopes from P&FP, who procure stocks of pre-printed return, addressed envelopes. To minimise the costs we have standardised the number of sizes of envelopes provided; this has also simplified stationery requirements. In the last month the rate of wholesale mail was at 65%, as opposed to 50% for last year producing savings
- BS now runs a Pool Cars booking system for CC4, and is working with the Sustainability Team to run a pilot scheme from Whitley Depot
- Introduced a standard minute format for Children's Social Care meetings which can be directly uploaded onto Protocol
- Guidance notes have been produced to ensure that the updating of Protocol after conferences is done consistently by all staff
- Stationery has been centralised across the organisation and a standardised process for requesting stationery and replenishing stock has been implemented to keep control and maximise savings
- A virtual minute taking hub has been established and a structured approach has been applied to the training and development of staff in BSCs where there is a high demand for minutes
- Implementation of one room booking system via FM Facts and the development of self service in this area

Challenges and issues

- Across PA services there are examples of where PAs are being asked to do tasks on behalf of the directorate which are more appropriate for junior BS staff
- Non-compliance with the new ways of working by some staff and customers; some: operational areas refusing to use the work request process and staff are refusing to undertake work they are not familiar with
- Delay in access rights to BOXI for staff to obtain reports on absences coupled with previous sickness data not appearing on BOXI reports
- Large numbers of BS staff who are reluctant to minute meetings due to lack of experience or knowledge of the service
- Some operational areas in outer city areas such as in Adult Education and some parts of Community Services and CLYP do not have access to IT facilities/email accounts and a number of MFDs are not up to minimum standard (scanning facilities, double sided)

"Make the right way the easy way by designing processes, policies and systems in ways that incentivise people to use them"

What's worked

- Digital dictation machines have been introduced in Legal Services. It is now easier to transfer files and easier to monitor progress transcriptions through the workflow process
- Detailed data protection protocols have been written for all new starters in CLYP
- New standard templates and protocols developed for Educational Psychologist (EP) reports.
- Process notes created for CLYP managers who request admin support to update Resourcelink to encourage self-service
- A corporate complaints procedures manual has been established for forwarding, chasing and closing complaints
- Weekly orders for materials have been introduced at Whitley Depot; all supervisors and suppliers can now order their own materials and BS staff no longer get involved until the delivery tickets/invoices require processing
- Formatting of the Protocol form used by the Integrated Youth Support Service has been automated

Challenges and issues

- Delays in the procurement of the new equipment and an additional delay with installing the software onto laptops
- It has been difficult to get operational staff particularly in some directorates to fill in forms or emails for work requests where they have admin staff nearby
- Care Director – The new case management system continues to be more resource intensive than anticipated which is impacting on day to day service delivery. For the past year, Adult Social Care (ASC) has sought to find resolutions to these issues and work continues to resolve this. BS continues to support the system but this has impacted on other areas

"Standardise underlying IT systems, email/intranet access and data stores, reducing fragmentation and proliferation"

What's worked

- All Business Service Centres (BSCs) have their own email address which makes it easier for customers to submit a request to a specific BSC if appropriate
- Functional email boxes allow team leaders to allocate work requests to staff
- Shared folders are being used to retain operational information
- All BS staff now have access to the corporate network
- We have improved document storage using central folders instead of local document storage and retaining copies of work requests
- Following difficulties with service provision in Legal Services, a feedback inbox has been introduced for Legal Services staff to provide real time feedback which can be accessed directly by the management team and provide a forum for the Legal Services team to communicate on particular issues

Challenges and issues

- In Adult Social Care there are still some areas where PCs are shared between admin and operational staff and are running on Windows 2003
- In Outer City CMS progress to provide laptops has been slow
- Still some resistance across the organisation by operational staff to use the functional BSC mailboxes to submit work requests
- Technology needs to be up to date on all sites; some BSCs require docking stations
- A number of ICT systems across the council have proven to be resource hungry such as Care Director and Resourcelink. Known limitations of systems such as IProcurement, and Resourcelink have held back many efficiency opportunities

Operating principles evaluation

"Focus on electronic data capture at source and capture once, use many times-reducing the need for rekeying, reducing error, and dramatically increasing information sharing possibilities"

What's worked

- BS has reduced the large number of historic templates used in Legal Services. These templates have been condensed and transferred into the BSC shared drive to allow updates to be made in a more efficient manner
- We have a shared area within each BSC where we keep master copies of all documents produced by BS so that any future requests for amendments can easily be facilitated Local Performance Boards – single system used in each BSC detailing team performance

- Recording of LAC and Child Protection cases through the development of functional spread sheets

- The Adult Education Management Information System – Aqua has been developed to pre populate forms, this will reduce the number of errors allowing more accurate reports for funding and Ofsted reports

- BS staff have supported the introduction/implementation of new operational IT systems, e-caf, SURFACS, changes to Protocol and the Protocol dashboards - ensuring managers are supported with how the data can be used

- Mileage sheets to fleet have been amalgamated so that all the data is on one spread sheet and is only sent by one person although, multiple users can input into the system

- Standardised registers have been developed across all day services units in adult social care that show service users' attendance to update on the Care Director system to ensure service users are not charged

- 'Tell us once' implemented and updated by BS staff in Legal Services and used in the Registrar's Office, to ensure all customers only have to pass information onto the Council once, rather than several times to different departments

Challenges and issues

- ✓ The limitations of the Care Director system means that separate recording spread sheets have to be used across the various teams to track secondary team involvement in cases, resulting in duplication, additional monitoring required and a case management system that is not fully recording involvement in the case
- ✓ Simultaneous access issues to the Health and Safety spreadsheet by multiple users
- ✓ The concept of performance management of teams was not well received initially by BS staff

"Focus on self-sufficiency – make self-service easy to use and co-ordinate the roll out and management of systems. Set clear expectations about what different teams/roles do themselves. Ensure that this is reasonable, based on balance of costs, time, benefits, skills scarcity and up skilling required"

What's worked

- The meeting room and venue management project has made the room booking process easier to use with a focus on self-serve. All internal rooms are now registered on the corporate system and approximately 90% of the rooms are available on a self-serve basis.

- Outer CMS has provided Adult Social Care with a staff records management tool to record staff supervision, record driving policy compliance and to support monitoring of professional registrations and CRB checks. Provision of the tool has helped operational managers to manage their own staff and reduces the need for cross checking

- Training of CLYP operational management to complete their own monthly financial reports using budget buddy finance system

- Shadowing process set up in CLYP to hand back the completion of the TABS Report to operational management

- Outer City CMS has provided a management tool for adult social care managers to enable tracking of 1:1s, appraisals, professional registrations and driving policy compliance

- More operational staff now have purchase cards, reducing the need for BS staff to distribute petty cash

Challenges and issues Factor

- Some service areas were reluctant to have their own meeting rooms added to the corporate system. There were also issues about confidentiality in some cases which had to be overcome

- There are a number of administrative posts that still sit outside of BS which are creating duplication and ineffective use of resources. In addition, a number of new administrative posts have been created.

- There has been a reluctance by managers who have previously delegated budget management responsibility to admin staff to take back responsibility for completing BCRs Senior management in some directorates has not been supportive in encouraging managers to self- serve.

- Lack of information and/or the acknowledgement from operational staff about the requirement for self service has been a huge obstacle and continues to be an issue. As a result employee self-service capability has not significantly improved and the desire to self-serve remains poor

"Exploit the existing contact centre to increase call-handling, enquiry handling and resolution at first point of contact. Design processes to minimise unnecessary interruptions to administration and service delivery staff"

What's worked

- Responsibility for the Housing Reception which was previously under the management of Business Services has been successfully transferred to the Contact Centre which falls in line with the other reception points

Challenges and issues

- Limited progress has been made in migrating calls volumes to the Contact Centre. BS is currently analysing the nature of the calls that are being received and what specialist knowledge is required to answer these calls. The BS Management Team recognises that there are operational efficiencies to be gained by closer working with the Contact Centre

- With the exception of Whitley BSC, all BSCs are operating from an antiquated telephone system where telephone performance data is proving to be unreliable. Furthermore, this has prevented the service from conducting an analysis of the types of calls that are being received. The successful roll out of Pro Centre (call centre technology) at Whitley BSC has

shown that detailed reports are available and the technology has already shown an improvement in performance. The cost of rolling Pro Centre to further BSCs is estimated to be £300k and a business case may need to be considered by ICT Strategy Board. However ICT is currently considering alternative and possibly more cost effective solutions.

"Maximise team size and use of co-location, using consistent ways of working – giving greater efficiency, consistency, resilience and resourcing flexibility through economies of scale"

What's worked

- BS staff from West Orchard House, CC4 Floor 12 and CC4 Floor 2 have all been co-located to CC4 Floor 2. The co-location has provided greater capacity within the team and the benefits of team leaders being close to the team supervisor

- Outer City CLYP have moved staff and line management to the operational management to be better positions to meet the business needs of the service

Challenges and issues

- Some service areas have pushed back against the centralisation of admin support because they like the day to day management of their "own" admin support. Across the organisation service areas have avoided using the work request process, preferring to act on ad hoc requests directly to individuals. This is led to poor work planning and poor delivery against deadlines. It also has led to BS staff being asked to do tasks outside their remit

- Being hampered by the property infrastructure that we have has resulted in having more Business Service Centres than we actually need

"Decouple execution of tasks from physical location where possible and sensible – to enable work to be carried out in larger teams in other places where appropriate"

What's worked

- PA support to senior managers can often include reasonable size projects such as organising events/briefings. It has been identified that there are tasks within such projects which could be more efficiently undertaken by a more appropriate resource within BS. We have therefore encouraged PAs to forward lower level admin tasks to either the BSC or to P&FP and for the PA to manage the organisation of those tasks

- BS support is being successfully provided remotely from BSC CC4 to the Occupier Support Teams

- The use of the enterprise reception sites under CSDD to undertake tasks from a remote location, in an effort to maximise the use of resources

- Business Services was modelled with Visual and Hearing Impairment Team (VHI) moving away from Faseman House to The Opal, with the admin support moving with them. ASC reviewed that decision and Business Services responded to this by creating a larger admin team to support them and other operational areas.

- The collation of information such as the Single Central Record and Annual Leave Planners from multiple children's centres are now managed in clusters on a central drive, rather than locally in each centre, which has led to more consistent practice

- Changes to the location of Housing Support required a review of processes. New arrangements for the sharing of documents and managing activities such as incoming post and enquiries were introduced. In the process the Housing team has become more self-sufficient due to the separation from their support team

Challenges and issues

- Some BSCs have been reluctant to undertake tasks requested from PA hubs as they have not fully understood the PA role and there have been issues with PAs not utilising the BSC appropriately

- The VHI Team work in Adult Social Care has service users with specific communication needs. This has required time and additional training resource for BS staff to become familiar with the requirements. In the meantime the service users have experienced difficulty in accessing services. Sharing of knowledge and skills relating to VHI processes within the BC was a result of losing both team leaders and the loss of four skilled and knowledgeable admin staff from this area

"Decouple administration skills and professional service-specific skills where possible, to enable Administration staff to be resourced more flexibly around the organisation"

What's worked

- BS has worked hard to multi-skill staff to undertake a range of duties that cross boundaries between the conventional general and specialist teams. This has introduced a degree of flexibility enabling BS managers to support each other by temporarily moving resource to where the demand is

- A virtual minute taking team has been established that identifies everyone with minute taking skills across the service so that they can be called upon as required. For example: Child Protection minuting rota using competent minute takers from across BS to reduce the backlog of minutes in Safeguarding

- Adult Social Care have defined the procedures of processing referrals through from the BSC into Social Care by developing a workflow for the admin function supporting case management

Challenges and issues

- ✓ Individuals with service specific knowledge have on the whole been reluctant to share their knowledge as they feared they would lose their specialism

- ✓ There is still an issue with some BS staff who do not want to 'change' and are unwilling to be flexible. Lots of issues have been escalated by employees to trade unions requiring significant management time to address them

- ✓ Operational service areas have been very protective of their work, requesting the original individual with the specialist knowledge to undertake tasks. Through team building and

better customer relationship management some of these fears have been allayed

- ✓ BS staff have raised issues about the divide of "General" and "Specialist" teams, which can cause some people to see themselves as better than others. This is something we need to move away from and move to a singular "class/category" so that specialist staff do not see themselves better or different

- ✓ Some BS staff have only been willing to work for the operational areas they previously worked for

"Use dedicated teams for specialist, common corporate services. Consider best method of delivery including partnership or external suppliers to deliver services where this is more efficient and does not unnecessarily impact on service delivery quality (e.g. travel management, event management and venue management)"

What's worked

- Processes are in place to centralise all room bookings with work on-going to identify all external venue usage/budgets in order to control and reduce the number of external venue bookings

- A specialist team has been established to process requests for travel bookings and the issue of travel 'scratch' cards has been implemented in CC4

- In Inner City 2 there are teams/dedicated people dealing with course bookings, conferences, room bookings, reception, and newly qualified teachers (NQTs)

- Working with the Partnership Team – liaising with partner organisations i.e. Coventry University etc. to support/set up corporate events / conferences

Challenges and issues

- Resistance to changing old practices as we created one single process

- Some service areas have not supported the centralisation of room bookings as they have lost the preferential treatment they used to have when booking their "own" meeting rooms.

- BS has had to establish protocols to deal with prioritisation for room bookings and challenged existing practices in the Council House that allowed Members to take priority over meetings with access requirements

- The Safeguarding team within CLYP felt that it was ineffective to ask for a business case every time they needed to use an external venue due to the frequent usage of venues such as church halls and community centres by the team. BS has responded to this feedback and now accept one business case for specialist areas

"Develop administration and business support as a profession with career structures and job roles that harness the skills, aspirations and enthusiasm of administration and business support staff and ensure that the Council has a modern, flexible workforce with the right skills for the future. Reduce the number of jobs and jobs families"

What's worked

- Over 3,000 days of training have been undertaken by staff across BS since inception, including bespoke training courses to support the transition into the new service. 190 staff attended Concise Minute Taker Training at 13 sessions specifically for BS staff in response to a skills gap. Detailed training data is shown in the appendices.

- BS has taken part in the piloting of the Institute of Leadership Management (ILM) programme. This is aimed at aspiring team leaders (Level 2), current team leaders (Level 3) and senior managers (Level 5). Places were restricted to 13 per level, a high response rate was received and this has led to a further round of cohorts being planned.

- In conjunction with Telford College, BS is rolling out to the opportunity to obtain an NVQ qualification to support career development. The format of these will be work based learning together with formal workshops. 18 members of staff are currently enrolled on this programme

- Reduction in the number of job families from 36 to 14. There were 41 internal promotions and 17 external promotions

- Faster internal access to job vacancies through the introduction of a weekly BS vacancy bulletin

Challenges and issues

- The limited number of places available on the ILM programme has meant that a number of staff have had to be put on the waiting list for the next round and this has caused some frustration and disappointment.

- There was a slight delay in sourcing the provider for the NVQ qualifications

- Valuable knowledge and experienced staff were lost due to VR/ER being agreed by the operational areas prior to implementation. This was notably felt in the BSC which supports Legal Services

"Use flexible management and resourcing structures that enable staff to be deployed appropriately to meet changing needs and seasonal variations within the Council"

What's worked

- Child Protection backlog of 255 case conference minutes to be processed in July 2012; flexible management and movement of resourcing across BS has enabled us to bring the backlog down to below 90 at the end of November 2012, whilst also dealing with an increasing demand

- Provided additional support from the Council House to Christchurch House to cover the peak in School Appeals

- For the month prior to the PCC elections the Council House BSC supported the elections team by taking calls from members of the public with enquires, adding people to the register and registering people for proxy and postal voting. During the four week period the phone calls into the BSC doubled with approximately 800 enquiries being processed
- PA support provided to Public Health whilst consultation and a recruitment process is put in place
- A PA apprentice post was created to support the demand in CLYP and CMS PA hubs
- 0.5 G3 post created in the Register Office by pooling excess part time hours to provide additional reception cover to fill a resource gap
- BS support was provided for Coventry's Olympic events
- BS support is provided for the Council's emergency planning process in the form of 'loggists'
- BGH/1 BSC continues to provide support remotely to the catering service from BGH when it moved to CC1
- CC4/2 BSC continue to provide support remotely to Occupier Support and Major Projects teams from CC4 when they moved to BGH
- High levels of training requests from schools during the start of the school year were transferred to Elm Bank who assisted with the backlog and provided course managers with data on course attendance levels
- The BSC at North Avenue recognised there was a lack of trained staff to meet a critical SLA. Staff at CC1 were trained to assist North Avenue with the data input which needed to be completed at the end of the financial year. This enabled us to meet our SLAs with the services concerned and allowed charges to be sent out to schools on time
- Support for audio typing and report writing at North Avenue due to peak demand in Oct/Nov. Staff from BGH BSC and CC4 BSCs supported this work ensuring SLAs were met including statutory duties in relation to deadlines for reports.
- Support to CLYP strategic planning team on primary schools consultation exercise through October to November 2012. This nvolved afternoon and evening meetings across 20 schools. Volunteers from all areas of BS supported this exercise (which was predominantly done outside normal working hours)
- Support to CLYP on ECAF project (transfer of common assessment forms onto new software application) CLYP provided half of the costs/funding BS provided in excess of 100 hours to support this work
- Admin team supervisors are responsible for staff in multiple locations which supports the spans of control principles. Admin team supervisors across the service have developed into a strong citywide team, sharing issues and providing support to each other
- Staff formulas are in place in Adult Education to ensure the correct level of support is provided to meet the needs of the number of classes running at each venue where staff are on term time only contracts
- Support from PA Services for typing up of audio tapes to support Safeguarding
- Sharing of apprenticeship placement to best support the service area and ensure a variety of work for them.

Challenges and issues

- ✓ Substantial shortage of typing skills/minute takers across the whole of BS
- ✓ High levels of sickness absence in the first six months after implementation
- ✓ Inflexibility of PA services model, and the need and demand from senior management to have PA support available on a full time basis.
- ✓ Team supervisors being protective about resources without seeing the bigger picture and understanding organisational priorities
- ✓ Movement of staff can create a backfill problem leaving existing staff members under more pressure to meet deadlines
- ✓ Customers' reluctance to allow work to go to other BS Centres because of confidentiality
- ✓ Staff not wanting to do something different; resistance to change which has been escalated to the trades unions who have become involved when staff do not want to undertake new duties. This has slowed our progress as we have been engaged in frequent and protracted discussions to resolve these issues
- ✓ Work planning issues in Legal Services, leading to high volumes of short notice tasks being passed to the BSC which impacts on ability to respond quickly
- ✓ The BS Management Team have had to work really hard with our teams to change their culture of not moving. However itis slowly changing as staff are encourage to try more development and variety
- ✓ The same level of BS staff have continued to support their operational teams even though in some areas the operational staffing levels have increased quite considerably. Operational areas must be accountable for providing budget to support the increase in work required
- ✓ Prior to implementation and during the ABSS review, the organisation froze recruitment of admin staff. Whilst this was a good strategic decision it did leave the service with approximately 138 vacant posts to deliver the new model which created a significant recruitment pressure for the management team
- ✓ The service has been functioning without a work management system for over 18 months which has limited the ability to manage resources effectively. Without the performance data, informed strategic and operational decisions cannot be taken
- ✓ Levels of demand from some operational areas such as CLYP have been far greater than expected, causing resource pressures in some Outer City CLYP BSCs

5 The Customer Survey

The Council's Corporate Research Information and Consultation (CRIC) team were assigned the task of conducting the surveys and providing the analysis of the data collected.

Customers were given a two week window to complete the survey which was available via a link on the Council's intranet site. Regular communications were issued via the Beacon Daily Round Up to encourage customers to participate in the survey.

Customers were asked a series of questions relating to their experience of BS and what the service should focus on in the future.

Participation
At the end of the survey, customers were asked which directorate they worked in. Of the 212 people that completed the survey, 200 people responded to this specific question. The table below puts into context the number of responses received in comparison to the workforce per directorate:

Directorate	Approximate Headcount	Number of Customers who Responded	Percentage
Chief Executive	74	13	17.5%
Children Learning & Young People	*1,849 (excludes school based staff)	55	2.9%
City Services & Development	1,637	35	2.1%
Community Services	1,863	51	2.7%
Customer & Workforce Services	1,047	31	2.9%
Finance & Legal Services	462	13	2.8%
Don't Know	N/A	2	1.0%

Using a baseline date of 03/12/2012, the total workforce in the Council is 13,846 of which 6,997 are school based staff. This leaves a non-school workforce of 6,849 and when we exclude BS employees (601), the **total number of eligible customers who could respond to the survey is 6,248.**

Disappointingly only **3.39%** (212 out of a possible 6248) of BS customers completed the survey.

Almost half of the respondents (45%) (95 people) had worked in the Council for 10 years or more. The majority (60%) (127 people) of respondents worked at grades 5 to 8, with the highest response (19.7%) (40 people) from those working at grade 8. The greatest number of responses came from the CLYP and Community Services Directorates.

Key Findings:

- ✓ Relatively **low levels of satisfaction both in terms of the customer's last experience of BS, and with the service overall.**

- ✓ Highest levels of dissatisfaction (74%) were found in the City Services and Development (26 people out of the 35 that responded in a directorate whose workforce is approximately 1,637

  Dissatisfaction with BS increased in respondents who had worked in the Council for a longer amount of time, further suggesting that those staff were more resistant to change.

- ✓ Highest levels of satisfaction were found in the Chief Executive's Directorate.

- ✓ General feeling that **the objectives of the ABSS review had not been achieved and that perhaps these were not the right outcomes for the service**. Standardisation and self-serve were not meeting the needs of the service areas and may have increased hidden costs as well as having a negative impact on customers

- ✓ There was **higher levels of agreement that some progress had been made with the statements: "simplify the need for administration" and 'standardise ways of doing things"**

- ✓ When asked if BS **could focus on just one thing to improve, 24.3% of respondents (51 people) wanted 'BS staff to have a greater understanding of the service areas they support'.** This question also drew a lot of other comments including the need for flexibility/dedicated support for certain tasks and a more customer driven mentality

- ✓ When asked **if there was one service the centres should never stop providing, 15.8% of respondents (33 people) identified meeting support.** 40.8% specified Other which including the following areas:

  - Dealing with customers and visitors both face to face and on the telephone/customer information and signposting
  - Scanning and data entry
  - Ordering stationery
  - Salary information, timesheets and Promoting Health at Work Information
  - Work specific to the service, particularly around collection of certain data, support of specialist software systems and production of directories and packs

6 The Employee Survey

The Council's Corporate Research Information and Consultation (CRIC) team were assigned the task of conducting the surveys and providing the analysis/key findings of the data collected.

Employees were also given a two week window to complete the survey which was available via a link on the Council's intranet site. Regular communications were issued via the Beacon Daily Round Up to encourage employees to participate in the survey.

Employees were asked a series of questions relating to their workloads/the service they were providing and their views on whether the service had delivered against the objectives that were set for it.

Participation

Approximately, 44% of BS staff responded to the Employee Survey (260 employees out of 595) which is regarded as a high response rate.

Key Findings:

- ✓ 67% of staff agreed that their work is interesting/challenging and that their skills are used to their full potential (53%)
- ✓ A majority of staff (52%) feel they are under pressure most of the time/have too much work to do. Additional comments included a lack of consistency with regard to workload across the centres
- ✓ Of those who were in post when the ABSS review began in 2009, a large proportion - 57.4% felt less satisfied or considerably less satisfied with their role. Comments here included: increased pressure and workload, a sense of being 'de-skilled' and feeling less part of a team in the new structure
- ✓ Staff felt that in order to improve, the service needed to focus on:
    - Better career path/development
    - Clarity over who gets what admin support
    - Use of staff to manage peaks and troughs
    - Removing silos between BCs
    - Improving systems
    - Reducing duplication in management (Service Managers trying to get involved in day to day management of BS staff)
- ✓ For some of the questions, there were noticeable differences in response from staff working in a centralised BS centres (86 people) in comparison to those based in the operational area (141 people). For example:

"The work I do is interesting and challenging" – 57% of staff in a centralised BSC agreed with this statement, in comparison to 74.5% of those based in an operational area

"My knowledge, skills and abilities are used to their full potential" – 45% of a staff in a centralised BSC agreed with this statement, in comparison to 60% of those based in an operational area

"I am encouraged to try out new ideas" – 35% of staff a centralised BSC agreed with this statement, in comparison to 47% of those based in an operational area

There were also some differences in staff supporting different Directorates. Staff supporting the CLYP and City Services & Development Directorates were *most likely to feel under pressure*

There were no significant differences in how staff answered the questions based on whether or not they were in post at the start of the review.

7 Business Services Values/Behaviours

In addition to the operating principles three underpinning principles were developed for Business Services which set out the values, behaviours and ethos of the new service, which were very much in the spirit of the CWS directorate:

"…To provide a professional, consistent and responsive service to our customers"

"…To ensure our staff are well managed, well equipped, motivated and competent"

"…To focus on continuous improvement by exploring new ways of working and checking and challenging what we do as a business "

We have gone a long way to embedding these principles in the new service, through our leadership, management, induction, training and development and performance management, but we still have a way to go as the service matures. It is fair to say that within the service there is still some resistance to the new model, but this is diminishing over time particularly given the amount of turnover of staff we are experiencing. We will ensure that any resistance does not affect performance levels, where it is as a result of lack of training or competency we will provide the necessary support and development and where there is just an unwillingness to embrace the new ways of working we will tackle these robustly.

One of the areas of greatest achievement in the formation of the new service is the extent to which we have delivered on our objective of 'professionalising' the service through enhancing skills through training and providing career pathways, through management development opportunities. The appetite amongst the staff who want to develop their career with the service and the council has been rewarding, indeed it was disappointing that we were unable to meet all of the requests for management training this year.

Another achievement which is underpinned by the values, behaviours and standards throughout CWS is the extent to which we have reduced sickness absence and managed poor performance. It is clear that under the previous arrangements admin staff had not been subject to the same performance management rigour as expected within CWS. Standards have been clearly set and a consistency of approach adopted which is fair - but clear - in terms of our expectations. This has resulted in a substantial reduction in sickness absence across the service and the management of a number of 'performance' related disciplinary cases which have set the tone for the service. Equally support is now more consistently provided to admin staff who in the past were overlooked but are now supported through regular 1:1 supervision. Appraisals are open and honest. Difficult conversations are not shied away from and a high standard of people management is expected from managers and supervisors.

Technology has been an issue; some of the systems and hardware used are hampering the service becoming more efficient. These need to be prioritised and addressed through the work of the ICT strategy group in line with service developments in directorates. Similarly the picture of BS staff embracing new technology has been mixed, but broadly positive, with laptops at meetings now the norm, the trialling of digital pens, voice recognition software etc. being undertaken. In the spirit of the enabling platform work BS along with the rest of CWS must be at the cutting edge of new technology trials and leading the way in developing new ways of working and promoting these within the service and across the council.

The service has significant additional savings targets detailed earlier in the report of some £450k. In order to be able to deliver this we have to keep challenging our own practices and find more efficient and effective ways of doing things, challenging if activities need doing at all and engage with our customers to make the necessary changes in the operational environment which will bring about savings.

In particular we need to ensure that we are engaging proactively with customers; through regular dialogue and feedback we can continue to shape the service to best meet the needs of our diverse customer groups without endangering the principles of a centralised/uniform service. This is reflected in our recommendation to form a regular focus group of senior managers. We also acknowledged that we need to finalise all of the outstanding SLAs, operational staff in some areas appear to be reluctant to do this (still hoping that we might revert back to old ways of working), and this has to be dealt with. This will give both parties clarity on their respective expectations and these can then be clearly communicated. In the current climate we expect to be the focus for on-going negativity as we challenge 'back office processes' and as our resource base reduces operational staff will have to fully engage in self-service to a more extensive level than they are at present.

Joint working between BS and operational areas to review back office processes has not progressed as much as we had hoped, although this is the real potential area for further savings. The biggest contributor to this has been the need to constantly reinforce the business model. Resistance to change and a desire to return back to the old model has prevented some areas objectively looking for more efficient ways of working, again this has to be addressed and CMB must demonstrate leadership in making this happen.

The BS Management Team has been effectively 'fire fighting' in its first year in terms of managing challenging behaviours from customers and staff; creating a service to an acceptable standard and dealing with high sickness levels, vacancies and loss of skill and experience. This has meant that the service has been unable to focus on delivering transformational change which is what was at the heart of the FSR, this can now be the main focus of the next phase of our development.

8 Financial Assessment

The financial savings target for the review was £2.4m and this was successfully achieved through implementation of the new service. In addition because operational running costs were not factored into the modelling and directorate budgets could not be identified £90k was topsliced from the staffing budget to accommodate running costs, this represents a further non cashable saving. An additional £900,000 one off saving was made as a result of posts remaining vacant during the implementation and bedding in period

Future savings target for BS in the 2013/14 financial year are challenging and look likely to rise to £450,000. Plans are being formalised to address this new target.

Further financial considerations

A number of financial issues emerged following implementation which was not planned for and these have had to be addressed through existing budgets:

- No funding was put in place for the running costs for the new service. Consequently, the staffing budget was cut by circa £90,000 to support the creation of an operating budget
- No funding was identified to support professional training costs that the model was based on which added pressure to the directorates overall training budget. Nevertheless, delivery of training was not compromised
- No financial assessment was made on the potential impact to the service of grant funded posts losing their funding. This will present big challenges over the next few years as it is estimated that 30% of the salary budget for BS is made up of grant and income funded budget. In simple terms this means that any savings target set for the service can only be delivered on 70% of the total budget:

As grant and income funded work continues to cease, the service will delete posts affected and will adjust its operating model accordingly. It is important to remember that individual posts sit in large job families so as we reduce grant funded posts it will affect all posts in BS.

Centralisation of budgets

The table below shows that the service will either underspend or remain within budget:

Budget Type	Amount of Budget which BS is responsible for	Amount spent by BS at Period 8	Remaining BS Budget
Stationery	£118,000	£62,666	£55,334

9 Recommendations

The size of the workforce and the service provided by BS in the future will reduce. External customers are already facing the reality of having services cut or stopped altogether. As an organisation we must utilise the self-service provision or accept that some service delivery will just not happen. Stakeholders across the Council must engage with the Service and work collaboratively to find the most efficient ways of working.

The recommendations outlined below aim to build the foundations of the future shape of the service:

Strategic Recommendations

No	Recommendation	Priority
SR1	**BS to jointly work with Directorate Business Improvement teams to review back office processes** for the operational areas they support and put forward recommendations on improving efficiency.	High
SR2	**BS to work with the Customer Management Review to scope and assess the benefits of developing the employee/customer self –service provision.** To reiterate: *"Assessment of the ABSS activity log suggested that 20% of the current workload could be undertaken through self-service if good systems were in place"* *"The full realisation of benefits from the administrative support TOM will not be realised until improvements to self-service are delivered"*	High
SR3	**BS to identify and support meeting management requirements and drive down non-essential meetings.** The goal would be to produce a corporate standard that defines what the outputs will be: verbatim, minute taking or action notes.	High
SR4	**Transfer telephone calls and related service requests (currently being processed by the BSC's) into the Contact Centre.** Possible areas for inclusion are: Housing, Pest Control, CareLine, Adult Social Care, Commercial Waste, Front Line Planning Enquiries, Commercial Property Enquires, Building Control Inspection, Referral & Assessment Service, Children's Social Care and Passport To Leisure	High
SR5	**Operational areas to be 'open minded' in trialling new technologies which could improve the way in which they work**. For example Dragon software should be considered for dictation requirements	Medium
SR6	**Identify and implement a process which will monitor the creation of 'admin' posts outside of the model. Working with the Job Evaluation and Establishment Control team.** To prevent duplication and maximise economies of scale.	Medium

Operational Recommendations

No	Recommendation	Priority
OR1	**Review and restructure the layers of Management within BS.** To include: o Reduction in the number of BS Managers from 5 to 4 o Review spans of control at Grade 6 and Grade 4 levels o Review expectations and roles of Grade 4 and Grade 6 posts o Review the Grade 5 post to determine its continuing role in the BS structure o Review specific roles (3 positions have been identified) in Outer City CLYP where the admin content is less than 10% and determine whether these roles should be returned to the operational area	High
OR2	**Business Service Centre Managers** to engage with operational Service Managers to advise/develop and implement best practice relating to the management and delivery of the administration support service and to participate in service area reviews.	High
OR3	**Evaluate the STAR work management system** at the end of the pilot phase. Determine if it meets the business needs in terms of registering and allocating work more efficiently and providing the performance data to allow SLA's and volumes to be measured. This will allow a more structured approach to be applied across BS to meet demands and support hot spot areas/	High
OR4	**Create centres of excellence responsible for specific work.** Areas for inclusion are: Training, Travel Arrangements, DSE Assessments, Audio Typing, Freedom of Information Requests and Complaints, comments and compliments. Transfer General Admin work to one dedicated Business Service Centre	High
OR5	**Speed up the delivery of the refreshed strategy for ICT systems** to resolve compatibility issues across the authority and make it easier for people to do their job	Medium

Service Recommendations – the Customer

No	Recommendation	Priority
SC1	**Review the current PA support services model** with a view to establishing a model that is based on providing support that is driven by demand/what the customer needs rather than the Manager's grade. Possible option: Each Directorate is allocated a pool of hours of PA support, the Director allocates these hours across his managers and BS delivers the support. Any changes in the amount of support a manager receives is signed off by the Director	High
SC2	**Establish a 'Business Services Focus Group'** with representatives from	High

	all Directorates whose purpose will be to draw out issues/concerns within their Directorates and work with the BS Management Team to address these As the organisation downsizes we will have greater opportunity to centralise our teams and standardise processes. BS to lead user groups to identify best practice and to act as the catalyst of standardisation	
SC3	**Finalise Service Level Agreements** with operational areas to ensure our customers are clear over the service being offered, with the understanding that both BS and the Customer will use this as a performance measuring tool. Priority areas: CLYP & Community Services	High
SC4	**Continue the work with CLYP and Community Services Directorates (where meeting support is considerably high)** to identify and support their meeting management requirements and drive down non-essential meetings.	High
SC5	**Clear communications to customers and staff** over what BS is able to offer now and in the future. Clear guidance is needed from the Money Matters Review to set the parameters of financial work and administrative work	Medium

Service Recommendations – the Employee

No	Recommendation	Priority
SE1	Continue to **build on the training of competent minute takers** across BS and have a pool of staff available to be called upon	High
SE2	**Establish a skills matrix for each employee** with the onus being placed on the employee to ensure it is kept updated. Through mutual discussions with their Line Manager gaps in skills are addressed	High
SE3	**More face to face open communication and support** to reduce some of the staffs fears around new initiatives/ways of working	High
SE4	**Establish a BS Employee forum** to allow staff the opportunity to offer constructive feedback and put forward their recommendations. This will provide a means to involve staff in the new ways of working	Medium

10 Conclusion

The Business Services Fundamental Services Review has delivered the primary objective of saving money, reducing headcount and creating a council wide service. The degree of success of the latter is open to interpretation; the report evidences positive examples of success along with factors that have hindered progress.

It is always going to be a service with conflicting customer needs and the extent to which we satisfy those needs in the current climate will always be a cause of potential friction.

We achieved this despite this being a 'lift and shift' operation when the service was launched, rather than transformation. While we are now addressing the real transformation of back office services more could have been done with directorates during the two years of planning ahead of the launch of the service. The TOM is predicated on 'one size fits all' approach and while we have not slavishly adhered to that we have aimed to keep to the spirit of it, working with service areas to try and meet their needs, aiming to strike a balance between holding the line on the TOM and providing a bespoke service. This was exasperated on implementation by a high number of vacancies in the service and more importantly the loss of skilled and experienced admin staff. It seems likely that insufficient preparation in terms of knowledge transfer contributed to dissatisfaction with the service and at times lower than ideal performance. On-going dialogue and negotiation with service areas to define SLAs is still required.

The model was also about the culture change surrounding the way we all work; reducing our dependency on administration support, greater use of self service and adopting new ways of working, all of which would be underpinned by reducing demand. A major success factor of the reduced admin resource was predicated on significant self-service. This has not been embraced across the organisation to the levels required to balance the corresponding deduction of resource. This has to be addressed going forward which will require in some cases improved technology but primarily leadership, role modelling and compliance.

Areas that will need to be addressed going forward:

- Some cultural issues
- Technological issues
- Property issues that will need addressing

We are committed to tackling these issues and working with colleagues across the organisations to continue to develop and mature the service. In addition to the challenging savings targets that BS faces over the next three years, the service will need to be flexible and fleet of foot around the bolder Coventry agenda, recognising that as other services change there will always be an impact on Business Services.

The model that we have has provided us with a solid platform to build on and in particular embracing the ideology and ethos of a Bolder Coventry. In particular, as the Strategic Property Review unfolds Business Services will be able to embrace the new ways of working and realise further efficiencies and savings.

11 Appendices

1. Sickness Analysis

Sickness absence within BS has been a source of concern for the Service and Trade Unions alike. It forms an important part of this evaluation and has been one of the managerial priority areas over the last 12 months.

Context

In the 2011/12 financial year, the sickness outturn for Business Services was 13.71 days lost per FTE which averaged out at 1.14 days lost per FTE per month.

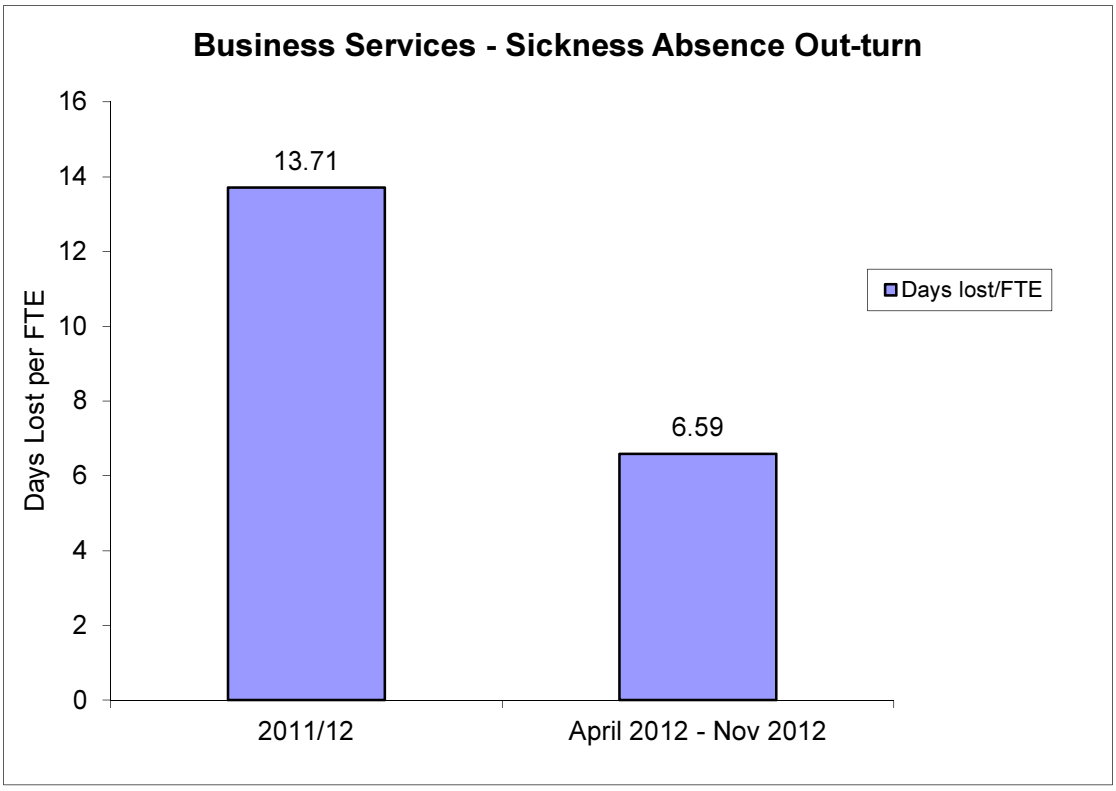
Potential contributing factors

- The ABSS review was the first fundamental services review which had far reaching implications for all staff especially those staff that transferred into the new service. Staff were understandably worried about the impact this would have on their job role/where they would be located and how they would be managed. In some instances, employees were placed in roles where they would have line management responsibility for the very first time
- The period of embedding the new service took longer than expected in terms of line managers and employees 'fitting' into their new roles.
- Prior to employees being transferred to the new service, some cases of sickness were not actively being managed and numerous promoting health cases were transferred over.

Where are we now?

From April 2012 to November 2012, the cumulative sickness out-turn is 6.59 days lost per FTE, which averages out to 0.82 days lost per FTE per month (6.59 divided by 8 months).

Although there are still 4 months left in this financial year, it is clear that significant progress has been made to actively manage sickness and the trend is moving towards the right direction as shown in the graph below:



Actions taken

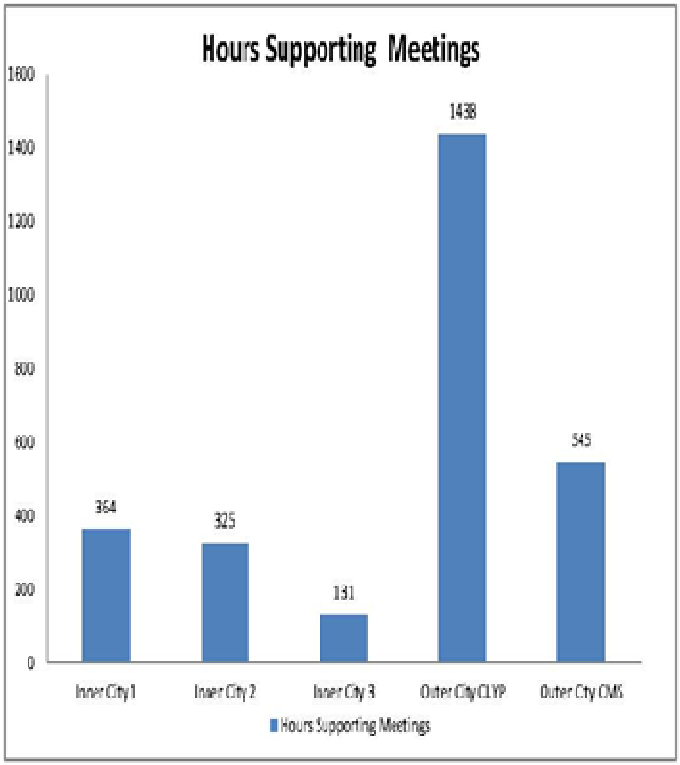
- Led by the Assistant Director and supported by the Health & Well Being Team, a number of briefing sessions were presented to the BS Managers and Supervisors to reinforce the procedures and processes that are in place. For example Return to Work and Promoting Health at Work procedures
- The Assistant Director of Customer & Business Services and the Head of Business Services have engaged with the Trade Unions by sharing information and working together
- Managers and Supervisors are proactively managing sickness cases; rather than waiting for a sickness trigger alert to be sent to them they are identifying when an employee has hit the Promoting Health at Work trigger
- Sickness cases are being managed in a timelier manner and are being progressed through the stages. In the first year alone 218 promoting health at work stage 1 and stage 2 meetings were held and 10 stage 3 meetings

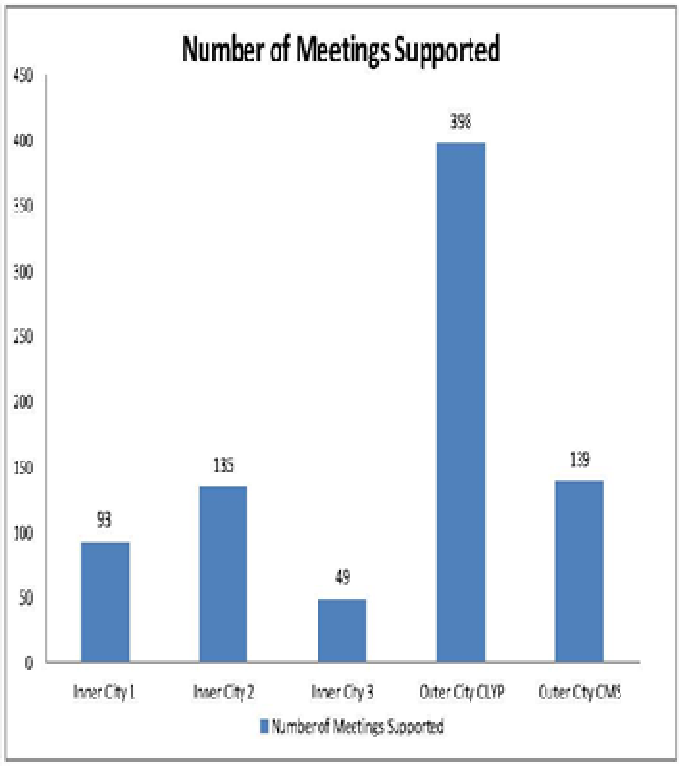
What do we still need to do?

- ✓ The top 2 reasons for sickness absence within the Directorate (including BS) continues to be 'stress' and 'musclo-skeletal disorder'. DSE Assessments/manual handling procedures and other office related health and safety activities are being kept up to date by Managers and Supervisors. A number of 'stretch and flex' sessions have been rolled out across the service and work is continuing with Managers and Trade Unions to highlight any specific areas of perceived stress.
- ✓ Work still needs to continue to embed a culture of attendance and deal with any remaining attitudes in managing avoidable sickness
- ✓ Continue to work with Trade Unions and address issues as they occur

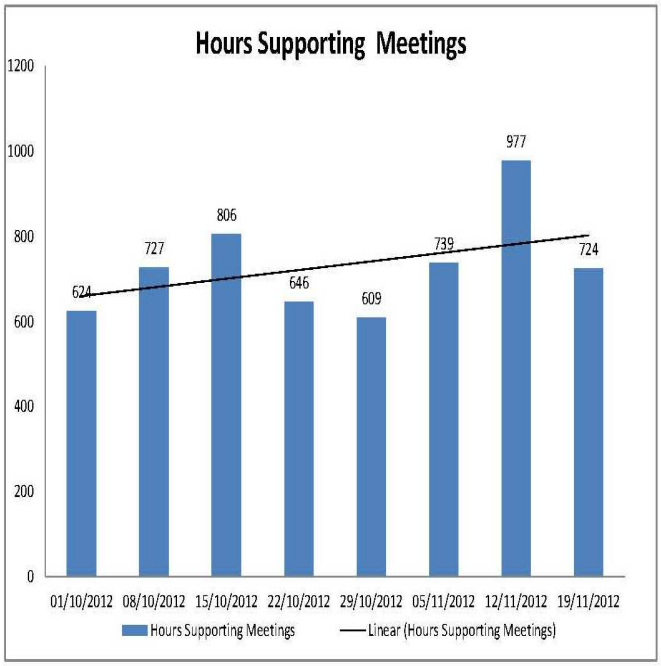
2. BSC Performance Data

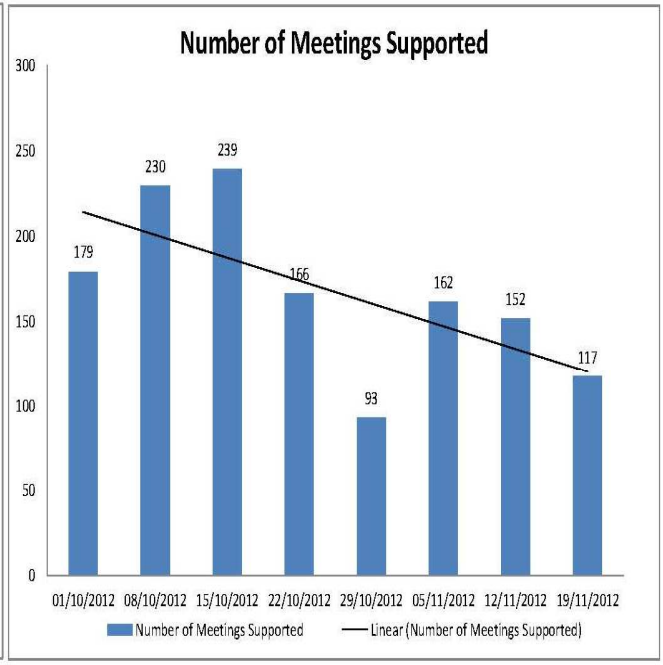
Although BS is operating without a work management system, limited performance data is being captured manually where possible. The graphs below represent an 8 week rolling period (1st October -25 November 2012) and show the time spent supporting meetings. The data clearly shows that there is greater demand in the CLYP and Community Services Directorates.

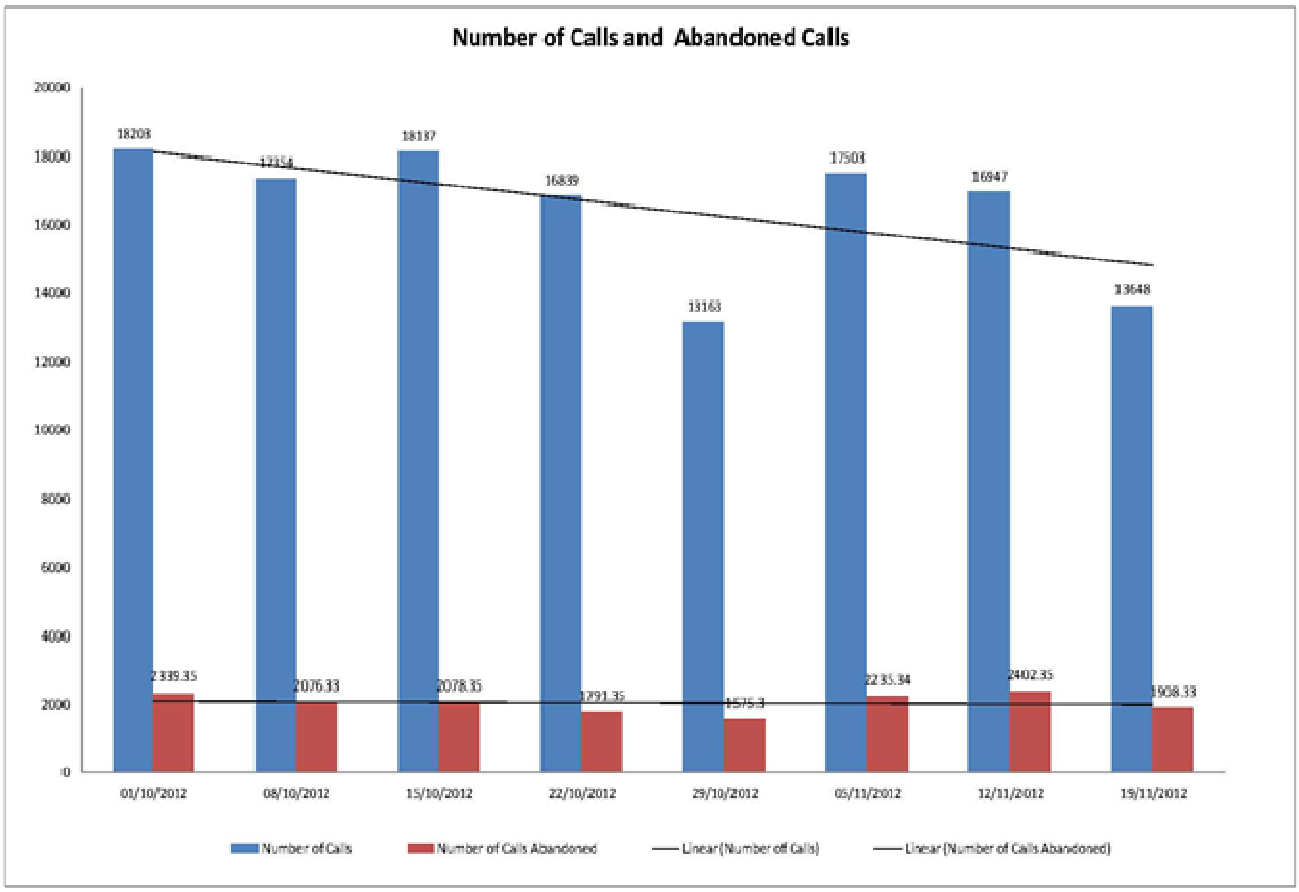


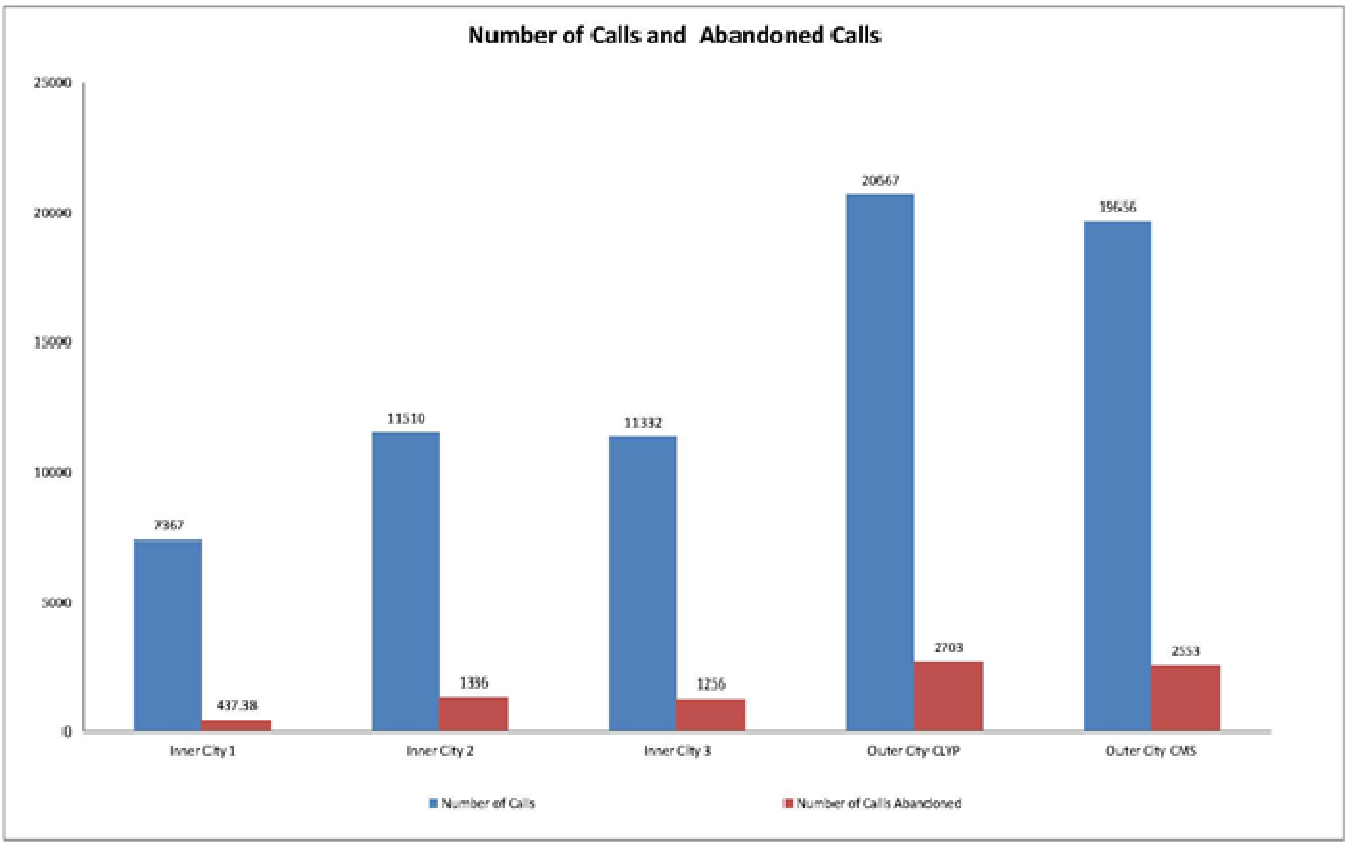


The graph below shows that there has be no real decrease in the number of hours spent supporting meetings although the number of meetings supported has started to decline.






Number of Calls and Abandoned Calls
20000
18000
16000
14000
12000
10000
8000
6000
4000
2000
0
18208
17354
18187
16839
13163
17508
16947
13648
2339.35
2076.33
2078.35
1791.35
1575.3
2235.34
2402.35
1908.33
01/10/2012
08/10/2012
15/10/2012
22/10/2012
29/10/2012
05/11/2012
12/11/2012
19/11/2012
Number of Calls
Number of Calls Abandoned
Linear (Number of Calls)
Linear (Number of Calls Abandoned)


Number of Calls and Abandoned Calls
25000
20000
15000
10000
5000
0
7367
437.38
11510
1336
11332
1256
20567
2703
19656
2553
Inner City 1
Inner City 2
Inner City 3
Outer City CLYP
Outer City CMS
Number of Calls
Number of Calls Abandoned

3. Training & Development Data

Bespoke Training provided to Business Staff for the period June 2011 –October 2012

Name of Training Course	Number of Staff Attended
Customer Engagement	503
Customer Journey & Procedure	469
Performance Management	103

Cohort 1 of the Institute of Leadership Management Programme piloted by Workforce Development commencing in April 2012 until December 2012

Level	Number of Staff Attended	Number of Staff who completed the course
2	13	13
3	11	10
5	4	2

National Vocational Qualifications (NVQ) provided by Telford College

Name of Qualification	Number of Staff enrolled
NVQ Business & Administration	16
NVQ Customer Service	1
NVQ ICT	1
Total Number of Staff Enrolled	18

NB: The enrolment of the NVQ Qualification programme recently commenced at the end of November 2012 and it is likely that the number of attendees will rise.

4. Workforce Analysis Update

An Equality Impact Assessment of the Service was conducted in February 2012. The outcome of the review showed that the service was continuing to have a positive equalities impact. There is no requirement to repeat this assessment as part of this report however, as the table below shows there was significant movement of staff during the first year:

Movement of Employees within BS for the period: 1st October 2011 -1st October 2012

Number of **employees who transferred out of BS but stayed in the same Directorate**	76
Number of **employees who transferred out of BS and changed Directorate**	21
Number of **new employees who joined BS and Coventry City Council**	126 (includes 19 Apprentices)
Number of **employees who left BS and Coventry City Council**	44 (includes 4 Apprentices)
Number of promotions **within BS**	41
Number of **employees within BS who were promoted into operational areas outside of the service**	17

Modern Business Apprentices Update

- The numbers of apprentices have increased from 15 (in December 2011) to 20 (1st October 2012).
- 13 Apprentices are pursuing a Business Administration Level 2 NVQ
- 6 Apprentices are pursuing a Business Administration Level 3 NVQ
- 1 Apprentice is pursuing a Customer Services NVQ
- 2 apprentices have been promoted: one to a Grade 1 post and the other to a Grade 2 post

Sector Based Work Academies Scheme

BS are currently taking part in the Sector Based Work Academies scheme by providing 12 work placements for those people who are ready for work and are receiving benefits. Participants are learning a range of administrative work and are guaranteed an interview for BS vacancies at the end of the scheme. All 12 participants were successful at the competency based interview and at the time of writing one person has achieved a position with BS, with further interviews planned.

5.0 Full Results of Employee and Customer Surveys

Click on the link below to access the full results of the Employee and Customer Survey:

P:\CXD\Transformation Programme Delivery Board\45 Mtg 10 January 2013

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Coventry City Council

Briefing note

To Scrutiny Co-ordination Board **Date** 20 February 2013

Subject *Electoral Registration & Democratic Engagement*

1 Purpose of the Note

This report summarises the results of the 2012 annual audit for the register of electors in the City, and increasing registration together with democratic engagement issues such as Local Democracy week activities and following up from lessons from other cities participating in the 2012 Kiel conference, which the Lord Mayor attended.

2 Recommendations

That the board notes the report and the actions taken regarding registration and democratic engagement.

2 Information/Background

2.1 The annual audit (also known as the 'annual canvass') for the register of electors was conducted between July and early October 2012, having been brought forward by the Secretary of State for the Cabinet Office. This timetable made it challenging to register students who were just starting their new academic year at the end of the registration period. The Electoral Registration Officer (ERO) is a statutory appointment; Coventry's ERO is the Chief Executive. The ERO has a personal responsibility to ensure that his statutory duties are conducted in accordance with the law. This includes the requirement to maintain a complete and accurate register of parliamentary and local government electors. Maintaining the register includes a duty to carry out the annual audit and maintain the register throughout the year via monthly registration.

2.2 The steps that the ERO has a duty to undertake to maintain the register are set out in Section 9A of the Representation of the People Act 1983:

- sending more than once to any address a form for completion
- making on one or more occasions house to house inquiries
- making contact by such other means as the ERO thinks appropriate with persons who do not have an entry in the register
- inspecting any records held by any person which the ERO is permitted to inspect
- providing training to persons under their direction or control in connection with the carrying out of the duty.

2.3 The ERO has a duty to encourage the participation of electors in their area in the electoral process, including explaining the benefits of registration to those who may not otherwise register during the annual audit.

3 Annual Canvass 2012

3.1 During the annual audit in 2012, the ERO undertook the following activities between July and October that resulted in a household response rate of 94%:
- an initial form was sent to all households at the beginning of July;
- a reminder form was sent at the beginning of August to all properties that had not responded to the initial form;
- a house to house personal canvass was conducted during September for all those properties which had still not responded to the previous two forms.

3.2 A 94% registration rate was achieved. This was the second highest level in Coventry, following on from the record response rate of 95% in 2011. A total of 237,464 electors were registered, compared to 237,680 in 2011. Given the earlier and condensed timetable for this audit, a 1% reduction was better than expected. Coventry's performance compares well against other West Midlands authorities, as shown in Appendix 1.

3.3 The initial form this year received a 47.6% response rate, a slight increase on the 46.9% achieved in 2011. The reminder stage achieved a further 16.2% response rate, an increase on the 14.6% achieved in 2011. Canvassers were required to visit all properties which had not responded to the previous forms on a minimum of three occasions (unless they obtained a form sooner), at different times of the day/days of the week. Where there was no response, a calling card was left, and on the final visit the form was left with a letter detailing the implications of not returning the form. When canvassers pass on other information (e.g. the property is empty) electoral services check this against other Council-held information. If confirmed, this is treated as a response.

3.4 The household canvass visits were more difficult this year, particularly in those areas of the city with high numbers of privately rented student properties. These remained empty throughout the September canvassing period due to courses at both universities in Coventry not beginning until 1 October. The regulations require that where no response is obtained, names on the register are carried forward for one year. Any elector who had been carried forward at the end of 2011 was deleted prior to the forms being sent out. This was a change in practice which meant we did not have to send letters notifying them of their removal after the canvass.

3.5 The estimated cost of the initial stage was £38,000 at an average cost of £0.56 per returned form. The estimated cost of the reminder stage was £17,000 at an average cost of £0.74 per returned form. The estimated cost of the canvassing stage was £66,000 at an average cost of £1.57 per returned form.

3.6 Public awareness was conducted as per the agreed strategy, consisting of press releases, a website campaign, twitter and Facebook campaigns.

Response rates and focussed approach within Coventry

3.7 Council tax data was used early on to identify those properties registered as occupied by students, given the earlier canvass date this year. Canvass teams in the areas with the greatest numbers of student properties (Earlsdon, Radford, St Michaels, Sherbourne, Westwood and Whoberley) were given a list of these and an extra weekend to canvass. They had additional letters to leave at student properties where they were unable to gain a response. There were some reports from canvassers of additional properties likely to be student properties not on their lists; however, it is up to either the Students or Landlord to register the property as student accommodation and not all do so.

3.8 Some wards have seen a marked increase in the number of properties within them. Wainbody has undergone the greatest increase with a further 543 properties added since 2010, followed by St Michaels (481), Lower Stoke (400), Woodlands (312) and Holbrook (188). The increases in Wainbody and St Michaels are due to two new large University halls of residences having been constructed, whilst the increases in the other wards are a result of an increase in the number of domestic properties.

3.9 Appendix 2 shows the changes in the numbers of properties and electors in each polling district over the last 12 months. Lower Stoke shows the greatest increase in its electorate (139) largely as a result of the new development at the old Peugeot plant in polling district Ja. Sherbourne has seen the greatest decrease in its electorate (-265) largely as a result of the number of privately rented student houses located there. Council tax information indicated that there were 148 registered, and anecdotal evidence from the canvassing teams indicated that there were many more.

3.10 Binley and Willenhall had 189 properties removed from Polling District Bc; These were the individual rooms listed at The Chace Centre. After liaising with the hostel we were able to confirm that these rooms only provided short-term accommodation of up to six weeks for homeless men, and were therefore not eligible for entry in the address database. The hostel remains on the register as a single property in order to allow for the handful of longer-term residents to register as normal. The overall response rate for Coventry in 2011 was 95%, an increase of 1.4% on the 2010 response of 93.6%. The number of electors registered increased by 3,738 to 237,680. Appendix 3 details the response rates by ward and by polling district; also showing comparisons with the 2011 return rates.

3.11 Last year an area identified for action was the inconsistency in response rates. It was requested that using existing resources and by improving procedures, no ward should have a response rate of less than 92%, and no polling district with a response rate of less than 90%. In 2010 there were 5 wards with a response rate of less than 92% and 32 polling districts with a response rate of less than 90%. This year there are only 2 wards and 18 polling districts below these targets, which obviously shows considerable improvement.

3.12 Another area considered last year was attempting to increase the response to the initial form. To try and help achieve this, publicity was carried out via press releases, Facebook and twitter, paying particular emphasis on making a quick return to reduce the cost to the authority. There was a marginal increase in response to the initial form (0.7%).

3.13 Attached at Appendix 4 are some general statistics comparing 2010 to 2011 in relation to the number of properties/electors, the number of responses received via remote registration, and the number of changes/no changes.

Increasing Voter Registration

3.14 Public awareness was conducted as per the agreed Electoral Participation Framework, consisting of press releases, a website campaign, and Twitter and Facebook campaigns. In addition, an email was issued to returning Warwick University students, along with a Facebook message on the University of Coventry's own page. Both of these focussed on the need for students living in privately rented accommodation to respond to their registration forms as soon as they moved back to Coventry.

3.15 As in 2011, we attempted to increase the response rate at the initial stage by improving the design of the Electoral Registration form and the accompanying leaflet. We continued to promote the Internet, telephone and SMS registration service for properties where there were no changes. The initial response rate increased by 0.7% this year, and automated registrations increased by 2,431 to 28,874. Since 2010 we have seen a 1.1% increase in responses at the initial stage, and 10,997 additional automated registrations (see Appendix 4).

3.16 At its 6 February 2012 meeting, the Board were advised of the work done with housing associations, when there had been limited response to the forms being distributed by the associations. Whitefriars Housing Association now supply electoral services with a list of changes to tenancies on a weekly basis and forms are sent out and chased up by the team instead. This will be monitored to establish whether or not it is effective.

3.17 We continue to use weekly lists of changes from Council Tax. Unfortunately this does not just contain properties with a change of occupier. As a result, some residents call us after we send them registration forms, as they are already registered. We currently receive between 10 and 14% of these forms back successfully. We are reviewing this with Council tax to ascertain if more detailed information can be extracted from their system.

3.18 Work is also being carried out with ICT to ascertain if there are any other suitable data sources within the Council which could be utilised for registration purposes. This will be even more important as we move forward to individual electoral registration in 2014.

3.19 Action taken in the 2012 Canvass includes:

- Canvassers were recruited to all rounds. Their performance was monitored, with 2 areas where performance did not meet requirements, and these canvassers will be replaced.
- The leaflet sent out with the initial form was changed to encourage early return and use of the automated registration systems for no changes. A slight increase was shown on the return of the initial form and use of automated systems, as presented earlier.
- We have continued with participation work and a response rate of 94% was achieved even with the reduced timeframe for conducting the canvass.
- Better links have been established with partners such as Whitefriars and the University Student Unions. Meetings are in the process of being arranged with the Universities to establish how we can improve the communication and link into the data matching pilots.
- Contact with Housing Associations is being reviewed and we are refining the procedure with Whitefriars before potentially implementing this with other housing associations.
- The reminder stage was reviewed together with the letter which goes with it. There was a 1.6% increase in response at the reminder stage in 2012 compared to 2011.
- The canvass teams were changed for areas which saw a reduced response in 2011. The change in timing of the canvass means it is not possible to do a direct comparison to 2012.

3.20 Actions to be taken in 2013 Canvass include:

- Continue with robust canvasser recruitment processes and performance management;
- Review canvass responses by area and allocate teams appropriately in an attempt to achieve consistent response rate across City;
- Target wards with a reduced response rate to increase this in 2013/14
- Continue with participation work to maintain a high response rate (2013/14 target of 95%)
- Improve liaison with housing associations and universities
- Continue promoting automated registration to increase response and reduce postage costs.

4 Democratic engagement activities in 2012

Local Democracy Week

4.1 Local Democracy Week took place between 15 – 19 October 2012 the objective of the week is to promote engagement in democratic processes through Mayoral functions and events. It is a Europe-wide campaign, aimed at encouraging local people to get involved with the work of their local Council and it is an important element of the Council's overall democratic engagement programme.

4.2 There were a number of events held which were, Lord Mayor for the day, Lord Mayor's Charity Quiz, Year 12 debating competition, virtual Council, LDW display and internet and

social media was used to promote Local Democracy Week. It is planned to hold similar events in 2013 some of which will be altered in line with feedback that has been received.

Lessons from the International City Forum, Kiel 2012

4.3 A Lord Mayor's delegation from Coventry City Council attended the 2012 International City Forum in Kiel, Germany, entitled "Civic Participation – The Key to Greater Democracy in the Community?". The Forum involved an exchange of information and best practice, with practitioners from 13 of Kiel's twin and friendship cities. The Lord Mayor presented a report back to Scrutiny Co-ordination Committee on 8 August 2012 and the Committee requested further information about the responses from other attendees, to establish any lessons the Authority might learn in improving 'civic' participation in local decision making.

4.4 Cities were asked about the strengthening of public participation in decision-making, opportunities for citizens to be involved, use of the internet/social media, if they asked citizens for their opinions, and equal opportunities.

4.5 Attached at Appendix 5 is a table summarising the practices reported by the 13 cities who took part. Respondents listed a number of initiatives for citizen involvement:

- Neighbourhood/district Forums
- Actions with disadvantaged groups
- Partnership working
- Working with youth and youth councils
- The increased use of Social Media
- Webcasting meetings
- The use of Council websites for information and access
- Consultations
- Petitions
- Customer Surveys
- Council newspapers and other publications

4.6 All respondents recognised the role and importance of local/municipal government. It was acknowledged that voting in local elections is important. There was a general consensus that strong democracy also requires public participation in decision-making. There was concern that involvement and representation can be unequal and some vulnerable/under-represented groups can have difficulties accessing the Council. While the benefits of public participation were well known, some concern was expressed that consultation and participation can delay decision-making, and that consultation outcomes can be unpredictable and subjective. For instance, consultations on development proposals or sensitive issues generally attract opponents more than proponents. It was suggested that citizen participation sometimes require citizens to look further than their own personal interests. To illustrate this, some specific comments made in submissions were:

"Local government enables society to contribute to democratisation because it actually embodies and enacts many of the cardinal principles of democracy, includes participation in government, effectiveness of services, democratic process and freedom" (Samsun, Turkey)

"We cannot accept a society where only strong people are listened to." – Drammen, Norway)

"Families with children cannot exercise sufficient influence in the decision-making process. A fascinating thought would be that the children's "vote" is given to their parents!" – Vaasa, Finland)

"Civic participation and democracy in general is time-consuming but the gain is more sustainable decisions", Drammen, Norway)

"In many cases the area of conflict consists of mastering the tightrope between what effects a citizen personally and maintaining objectivity on the other hand" (Stralsund, Germany)

4.7 Coventry City Council's response included many of the initiatives used by the other cities and the Council actively encourages civic engagement and public participation in decision-making. Coventry also led the way with initiatives such as CovJam, the Council's virtual Council event and the Local Democracy Week with a programme of events aimed at young citizens of Coventry.

4.8 Other initiatives mentioned by other cities which may be of interest to Coventry are:

- In Brest, France, the City Council allowed citizens to vote online to name new tram stations
- The Mayor of Kaliningrad (Russia) responds to citizens over a telephone "hot line" and live on TV and Radio
- "Internet Official" – twice a month members and officers answer questions asked by registered social media users in real time (Kaliningrad)
- A digital City notice board which provides ways of making proposals and obtaining support from citizens (Malmo, Sweden).

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Response rates across West Midlands metropolitan area 2011-2012

West Midlands Authority *	2012 response rate	2011 response rate	2011-12 % points difference
Solihull	99.7%	92.5%	**7.2%**
Dudley	94.8%	96.3%	**-1.5%**
Walsall	94.3%	93.9%	**0.4%**
Coventry	94.0%	95.0%	**-0.9%**
Sandwell	93.5%	94.6%	**-1.1%**
Birmingham	93.0%	94.6%	**-1.6%**
Wolverhampton	88.0%	89.0%	**-1.0%**

Response rates across West Midlands metropolitan area 2010-2011

West Midlands Authority *	2011 response rate	2010 response rate	2010-11 % points difference
Dudley	96.3%	95.4%	0.9%
Coventry	95.0%	93.6%	1.4%
Sandwell	94.6%	93.9%	0.7%
Birmingham	94.6%	93.3%	1.3%
Walsall	93.9%	91.2%	2.7%
Solihull	92.5%	96.6%	-4.1%
Wolverhampton	89.0%	90.0%	-1.0%

Response rates across West Midlands metropolitan area 2009-2010

West Midlands Authority *	2010 response rate	2009 response rate	2009-10 % points difference
Dudley	95.4%	94.5%	0.9%
Sandwell	93.9%	92.9%	1.0%
Coventry	93.6%	89.7%	3.9%
Birmingham	93.3%	92.4%	0.9%
Walsall	91.2%	89.9%	1.3%
Wolverhampton	90.0%	85.0%	5.0%
Solihull (Provisional)	96.6%	95.0%	1.6%

Property and Elector Comparison Stats for 2011 & 2012

Bablake	Properties			Electors		
Polling District	No of Properties 2012	No of Properties 2011	Difference	No of Electors 2012	No of Electors 2011	Difference
AA	362	338	24	713	656	57
AB	997	997	0	1,699	1,689	10
AC	1,009	1,008	1	1,751	1,758	-7
AD	629	629	0	1,216	1,204	12
AE	234	234	0	335	352	-17
AF	471	471	0	842	846	-4
AG	609	578	31	1,166	1,110	56
AH	332	326	6	599	581	18
AI	579	578	1	1,161	1,179	-18
AJ	588	615	-27	1,134	1,167	-33
AK	217	217	0	437	429	8
AL	57	57	0	134	137	-3
AM	746	731	15	1,335	1,279	56
AN	43	43	0	114	131	-17
Total	**6,873**	**6,822**	**51**	**12,636**	**12,518**	**118**

Binley and Willenhall	Properties			Electors		
BA	644	643	1	1,102	1,097	5
BB	779	779	0	1,378	1,359	19
BC	1,193	1,382	-189	1,848	1,947	-99
BD	1,523	1,522	1	2,346	2,319	27
BE	1,173	1,174	-1	1,541	1,575	-34
BF	867	868	-1	1,735	1,736	-1
BG	918	916	2	1,707	1,684	23
BH	654	654	0	1,160	1,176	-16
Total	**7,751**	**7,938**	**-187**	**12,817**	**12,893**	**-76**

Cheylesmore	Properties			Electors		
CA	1,130	1,129	1	1,914	1,987	-73
CB	674	673	1	1,185	1,154	31
CC	715	715	0	1,003	1,022	-19
CD	1,157	1,157	0	1,872	1,878	-6
CE	858	858	0	1,559	1,564	-5
CF	1,179	1,179	0	1,932	1,957	-25
CG	628	628	0	1,034	1,054	-20
CH	1,069	1,070	-1	1,838	1,868	-30
Total	**7,410**	**7,409**	**1**	**12,337**	**12,484**	**-147**

Polling District	No of Properties 2012	No of Properties 2011	Difference	No of Electors 2012	No of Electors 2011	Difference
Earlsdon		**Properties**			**Electors**	
DA	1,307	1,307	0	2,058	2,097	-39
DB	1,159	1,160	-1	1,966	1,989	-23
DC	902	902	0	1,866	1,883	-17
DD	517	517	0	1,175	1,171	4
DE	426	425	1	826	799	27
DF	1,289	1,290	-1	2,633	2,662	-29
DG	540	540	0	1,140	1,145	-5
DH	428	427	1	811	803	8
Total	**6,568**	**6,568**	0	**12,475**	**12,549**	**-74**

Foleshill		**Properties**			**Electors**	
EA	786	785	1	1,647	1,656	-9
EB	913	913	0	1,419	1,381	38
EC	705	704	1	1,050	1,081	-31
ED	1,063	1,063	0	1,620	1,588	32
EE	858	861	-3	1,420	1,408	12
EF	814	814	0	1,589	1,595	-6
EG	973	979	-6	1,812	1,801	11
EH	1,154	1,138	16	1,969	1,965	4
Total	**7,266**	**7,257**	**9**	**12,526**	**12,475**	**51**

Henley		**Properties**			**Electors**	
FA	1,104	1,104	0	1,931	1,963	-32
FB	596	596	0	925	937	-12
FC	808	804	4	1,342	1,238	104
FD	1,071	1,072	-1	1,970	1,956	14
FE	750	803	-53	1,046	1,032	14
FF	1,028	1,027	1	1,513	1,530	-17
FG	720	727	-7	1,295	1,323	-28
FH	903	903	0	1,345	1,348	-3
FI	1,168	1,169	-1	2,150	2,196	-46
Total	**8,148**	**8,205**	**-57**	**13,517**	**13,523**	**-6**

Holbrook		**Properties**			**Electors**	
GA	1,014	1,014	0	1,941	1,913	28
GB	934	934	0	1,707	1,669	38
GC	678	679	-1	1,148	1,129	19
GD	924	792	132	1,638	1,585	53
GE	545	545	0	955	979	-24
GF	746	744	2	1,429	1,447	-18
GG	636	636	0	1,003	1,031	-28
GH	490	485	5	845	839	6
GI	558	558	0	1,133	1,130	3
GJ	534	534	0	935	947	-12
Total	**7,059**	**6,921**	**138**	**12,734**	**12,669**	**65**

Polling District	No of Properties 2012	No of Properties 2011	Difference	No of Electors 2012	No of Electors 2011	Difference
Longford		**Properties**			**Electors**	
HA	922	889	33	1,582	1,535	47
HB	1,232	1,232	0	2,100	2,134	-34
HC	453	453	0	892	879	13
HD	640	638	2	976	987	-11
HE	694	694	0	1,219	1,220	-1
HF	709	685	24	1,236	1,217	19
HG	789	789	0	1,005	991	14
HH	744	744	0	1,258	1,258	0
HI	504	504	0	788	790	-2
HJ	256	256	0	455	459	-4
HK	552	552	0	888	863	25
HL	785	785	0	1,264	1,271	-7
Total	**8,280**	**8,221**	**59**	**13,663**	**13,604**	**59**
Lower Stoke		**Properties**			**Electors**	
JA	1,082	898	184	1,493	1,281	212
JB	1,244	1,242	2	2,305	2,343	-38
JC	693	692	1	1,244	1,283	-39
JD	915	915	0	1,359	1,353	6
JE	672	672	0	1,180	1,179	1
JF	1,029	1,029	0	2,033	2,049	-16
JG	578	578	0	856	877	-21
JH	774	774	0	1,573	1,571	2
JI	925	925	0	1,720	1,688	32
Total	**7,912**	**7,725**	**187**	**13,763**	**13,624**	**139**
Radford		**Properties**			**Electors**	
KA	686	687	-1	1,186	1,191	-5
KB	966	965	1	1,661	1,644	17
KC	1,012	1,011	1	1,664	1,676	-12
KD	747	746	1	1,263	1,248	15
KE	1,997	1,999	-2	3,576	3,553	23
KF	861	862	-1	1,315	1,349	-34
KG	651	651	0	764	772	-8
KH	1,148	1,148	0	2,161	2,160	1
Total	**8,068**	**8,069**	**-1**	**13,590**	**13,593**	**-3**
St Michaels		**Properties**			**Electors**	
LA	1,716	1,729	-13	2,079	2,169	-90
LB	1,444	1,444	0	1,975	2,143	-168
LC	1,406	1,397	9	1,752	1,774	-22
LD	1,572	1,572	0	1,670	1,665	5
LE	658	658	0	780	730	50
LF	1,182	1,179	3	2,165	2,068	97
LG	1,309	1,319	-10	2,241	2,379	-138
LH	2,189	2,063	126	1,617	1,680	-63
LI	1,321	1,189	132	1,569	1,471	98
Total	**12,797**	**12,550**	**247**	**15,848**	**16,079**	**-231**

Polling District	No of Properties 2012	No of Properties 2011	Difference	No of Electors 2012	No of Electors 2011	Difference
Sherbourne		**Properties**			**Electors**	
MA	1,649	1,649	0	2,894	2,921	-27
MB	934	934	0	1,706	1,717	-11
MC	782	781	1	1,439	1,466	-27
MD	1,902	1,902	0	3,505	3,529	-24
ME	1,683	1,680	3	2,160	2,252	-92
MF	816	813	3	886	970	-84
Total	**7,766**	**7,759**	**7**	**12,590**	**12,855**	**-265**

Upper Stoke		**Properties**			**Electors**	
NA	1,018	1,021	-3	1,607	1,616	-9
NB	1,480	1,471	9	2,640	2,645	-5
NC	757	757	0	1,055	1,067	-12
ND	1,513	1,513	0	2,606	2,565	41
NE	1,044	1,044	0	1,909	1,876	33
NF	821	823	-2	1,330	1,293	37
NG	647	646	1	1,233	1,237	-4
NH	631	632	-1	1,172	1,201	-29
Total	**7,911**	**7,907**	**4**	**13,552**	**13,500**	**52**

Wainbody		**Properties**			**Electors**	
PA	766	765	1	1,468	1,463	5
PB	956	956	0	1,821	1,818	3
PC	725	725	0	1,479	1,475	4
PD	285	286	-1	713	719	-6
PE	1,087	1,087	0	2,131	2,150	-19
PF	966	966	0	1,940	1,909	31
PG	4,556	4,548	8	3,468	3,399	69
Total	**9,341**	**9,333**	**8**	**13,020**	**12,933**	**87**

Westwood		**Properties**			**Electors**	
QA	698	698	0	1,242	1,218	24
QB	1,142	1,143	-1	1,959	2,018	-59
QC	1,096	1,067	29	1,932	1,891	41
QD	1,038	1,038	0	1,951	1,937	14
QE	731	738	-7	1,288	1,315	-27
QF	601	601	0	956	946	10
QG	894	894	0	1,333	1,320	13
QH	730	729	1	1,135	1,145	-10
QI	679	627	52	1,541	1,492	49
Total	**7,609**	**7,535**	**74**	**13,337**	**13,282**	**55**

Polling District	No of Properties 2012	No of Properties 2011	Difference	No of Electors 2012	No of Electors 2011	Difference
Whoberley		**Properties**			**Electors**	
RA	1,896	1,897	-1	3,023	3,075	-52
RB	1,089	1,099	-10	1,917	1,899	18
RC	1,087	1,087	0	1,807	1,832	-25
RD	1,008	1,008	0	1,856	1,868	-12
RE	985	985	0	1,714	1,787	-73
RF	1,186	1,189	-3	2,113	2,131	-18
Total	**7,251**	**7,265**	**-14**	**12,430**	**12,592**	**-162**
Woodlands		**Properties**			**Electors**	
SA	616	616	0	1,189	1,215	-26
SB	1,290	1,290	0	1,716	1,760	-44
SC	869	869	0	1,252	1,237	15
SD	934	927	7	1,606	1,619	-13
SE	1,616	1,515	101	2,513	2,352	161
SF	683	683	0	1,245	1,229	16
SG	1,376	1,376	0	2,681	2,672	9
SH	703	705	-2	1,303	1,302	1
Total	**8,087**	**7,981**	**106**	**13,505**	**13,386**	**119**
Wyken		**Properties**			**Electors**	
TA	706	706	0	1,689	1,688	1
TB	857	857	0	1,636	1,643	-7
TC	992	992	0	1,816	1,830	-14
TD	1,099	1,099	0	2,148	2,152	-4
TE	599	599	0	994	1,007	-13
TF	1,069	1,069	0	1,615	1,629	-14
TG	391	389	2	609	604	5
TH	704	704	0	1,299	1,277	22
TI	694	694	0	1,318	1,291	27
Total	**7,111**	**7,109**	**2**	**13,124**	**13,121**	**3**
Overall Total	**143,208**	**142,574**	**634**	**237,464**	**237,680**	**-216**

Appendix 3

Household Registration Comparison Stats for 2011 & 2012 (Polling Districts)

Bablake	2011			2012			
Polling District	Total No of Properties	Response Rate	% of Forms Returned	Total No of Properties	Response Rate	% of Forms Returned	Difference in %age
AA	338	330	97.6%	362	357	98.6%	1.0%
AB	997	971	97.4%	997	976	97.9%	0.5%
AC	1008	973	96.5%	1009	973	96.4%	-0.1%
AD	629	621	98.7%	629	607	96.5%	-2.2%
AE	234	232	99.1%	234	227	97.0%	-2.1%
AF	471	461	97.9%	471	455	96.6%	-1.3%
AG	578	573	99.1%	609	596	97.9%	-1.2%
AH	326	246	75.5%	332	276	83.1%	7.6%
AI	578	572	99.0%	579	538	92.9%	-6.1%
AJ	615	601	97.7%	588	578	98.3%	0.6%
AK	217	202	93.1%	217	203	93.5%	0.4%
AL	57	55	96.5%	57	55	96.5%	0.0%
AM	731	711	97.3%	746	732	98.1%	0.8%
AN	43	39	90.7%	43	39	90.7%	0.0%
Total	**6822**	**6587**	**96.6%**	**6873**	**6612**	**96.2%**	**-0.4%**

Binley and Willenhall	2011			2012			
BA	643	602	93.6%	644	626	97.2%	3.6%
BB	779	763	97.9%	779	758	97.3%	-0.6%
BC	1382	1300	94.1%	1193	1137	95.3%	1.2%
BD	1522	1424	93.6%	1523	1413	92.8%	-0.8%
BE	1174	981	83.6%	1173	949	80.9%	-2.7%
BF	868	846	97.5%	867	860	99.2%	1.7%
BG	916	899	98.1%	918	906	98.7%	0.6%
BH	654	646	98.8%	654	639	97.7%	-1.1%
Total	**7938**	**7461**	**94.0%**	**7751**	**7288**	**94.0%**	**0.0%**

Cheylesmore	2011			2012			
CA	1129	1080	95.7%	1130	1059	93.7%	-2.0%
CB	673	666	99.0%	674	658	97.6%	-1.4%
CC	715	706	98.7%	715	688	96.2%	-2.5%
CD	1157	1094	94.6%	1157	1092	94.4%	-0.2%
CE	858	843	98.3%	858	846	98.6%	0.3%
CF	1179	1146	97.2%	1179	1150	97.5%	0.3%
CG	628	592	94.3%	628	607	96.7%	2.4%
CH	1070	1051	98.2%	1069	1049	98.1%	-0.1%
Total	**7409**	**7178**	**96.9%**	**7410**	**7149**	**96.5%**	**-0.4%**

Polling District	Total No of Properties	Response Rate	% of Forms Returned	Total No of Properties	Response Rate	% of Forms Returned	Difference in %age
Earlsdon		**2011**			**2012**		
DA	1307	1251	95.7%	1307	1239	94.8%	-0.9%
DB	1160	1097	94.6%	1159	1104	95.3%	0.7%
DC	902	892	98.9%	902	891	98.8%	-0.1%
DD	517	514	99.4%	517	511	98.8%	-0.6%
DE	425	417	98.1%	426	416	97.6%	-0.5%
DF	1290	1250	96.9%	1289	1272	98.7%	1.8%
DG	540	536	99.3%	540	534	98.9%	-0.4%
DH	427	423	99.1%	428	423	98.8%	-0.3%
Total	**6568**	**6380**	**97.1%**	**6568**	**6390**	**97.3%**	**0.2%**

Foleshill		**2011**			**2012**		
EA	785	750	95.5%	786	743	94.5%	-1.0%
EB	913	817	89.5%	913	845	92.6%	3.1%
EC	704	655	93.0%	705	639	90.6%	-2.4%
ED	1063	975	91.7%	1063	940	88.4%	-3.3%
EE	861	734	85.3%	858	778	90.7%	5.4%
EF	814	768	94.3%	814	746	91.6%	-2.7%
EG	979	886	90.5%	973	858	88.2%	-2.3%
EH	1138	1080	94.9%	1154	1087	94.2%	-0.7%
Total	**7257**	**6665**	**91.8%**	**7266**	**6636**	**91.3%**	**-0.5%**

Henley		**2011**			**2012**		
FA	1104	1065	96.5%	1104	1065	96.5%	0.0%
FB	596	553	92.8%	596	561	94.1%	1.3%
FC	804	766	95.3%	808	753	93.2%	-2.1%
FD	1072	1062	99.1%	1071	1054	98.4%	-0.7%
FE	803	757	94.3%	750	705	94.0%	-0.3%
FF	1027	940	91.5%	1028	916	89.1%	-2.4%
FG	727	723	99.5%	720	700	97.2%	-2.3%
FH	903	874	96.8%	903	831	92.0%	-4.8%
FI	1169	1128	96.5%	1168	1098	94.0%	-2.5%
Total	**8205**	**7868**	**95.9%**	**8148**	**7683**	**94.3%**	**-1.6%**

Holbrook		**2011**			**2012**		
GA	1014	993	97.9%	1014	981	96.7%	-1.2%
GB	934	890	95.3%	934	892	95.5%	0.2%
GC	679	642	94.6%	678	644	95.0%	0.4%
GD	792	748	94.4%	924	842	91.1%	-3.3%
GE	545	517	94.9%	545	474	87.0%	-7.9%
GF	744	722	97.0%	746	716	96.0%	-1.0%
GG	636	609	95.8%	636	596	93.7%	-2.1%
GH	485	455	93.8%	490	464	94.7%	0.9%
GI	558	551	98.7%	558	520	93.2%	-5.5%
GJ	534	518	97.0%	534	463	86.7%	-10.3%
Total	**6921**	**6645**	**96.0%**	**7059**	**6592**	**93.4%**	**-2.6%**

Polling District	Total No of Properties	Response Rate	% of Forms Returned	Total No of Properties	Response Rate	% of Forms Returned	Difference in %age
Longford		**2011**			**2012**		
HA	889	825	92.8%	922	844	91.5%	-1.3%
HB	1232	1184	96.1%	1232	1144	92.9%	-3.2%
HC	453	445	98.2%	453	442	97.6%	-0.6%
HD	638	613	96.1%	640	586	91.6%	-4.5%
HE	694	673	97.0%	694	650	93.7%	-3.3%
HF	685	671	98.0%	709	686	96.8%	-1.2%
HG	789	715	90.6%	789	685	86.8%	-3.8%
HH	744	720	96.8%	744	704	94.6%	-2.2%
HI	504	479	95.0%	504	484	96.0%	1.0%
HJ	256	255	99.6%	256	246	96.1%	-3.5%
HK	552	499	90.4%	552	508	92.0%	1.6%
HL	785	715	91.1%	785	737	93.9%	2.8%
Total	**8221**	**7794**	**94.8%**	**8280**	**7716**	**93.2%**	**-1.6%**

Lower Stoke		**2011**			**2012**		
JA	898	768	85.5%	1082	1007	93.1%	7.6%
JB	1242	1201	96.7%	1244	1196	96.1%	-0.6%
JC	692	658	95.1%	693	671	96.8%	1.7%
JD	915	735	80.3%	915	790	86.3%	6.0%
JE	672	633	94.2%	672	643	95.7%	1.5%
JF	1029	1005	97.7%	1029	1015	98.6%	0.9%
JG	578	516	89.3%	578	492	85.1%	-4.2%
JH	774	767	99.1%	774	765	98.8%	-0.3%
JI	925	905	97.8%	925	910	98.4%	0.6%
Total	**7725**	**7188**	**93.0%**	**7912**	**7489**	**94.7%**	**1.7%**

Radford		**2011**			**2012**		
KA	687	666	96.9%	686	651	94.9%	-2.0%
KB	965	915	94.8%	966	923	95.5%	0.7%
KC	1011	981	97.0%	1012	970	95.9%	-1.1%
KD	746	730	97.9%	747	726	97.2%	-0.7%
KE	1999	1937	96.9%	1997	1835	91.9%	-5.0%
KF	862	771	89.4%	861	669	77.7%	-11.7%
KG	651	573	88.0%	651	515	79.1%	-8.9%
KH	1148	1098	95.6%	1148	1093	95.2%	-0.4%
Total	**8069**	**7671**	**95.1%**	**8068**	**7382**	**91.5%**	**-3.6%**

St Michaels		**2011**			**2012**		
LA	1729	1603	92.7%	1716	1557	90.7%	-2.0%
LB	1444	1202	83.2%	1444	1036	71.7%	-11.5%
LC	1397	1355	97.0%	1406	1340	95.3%	-1.7%
LD	1572	1434	91.2%	1572	1426	90.7%	-0.5%
LE	658	636	96.7%	658	621	94.4%	-2.3%
LF	1179	1088	92.3%	1182	1078	91.2%	-1.1%
LG	1319	1188	90.1%	1309	997	76.2%	-13.9%
LH	2063	1788	86.7%	2189	1972	90.1%	3.4%
LI	1189	1120	94.2%	1321	1234	93.4%	-0.8%
Total	**12550**	**11414**	**90.9%**	**12797**	**11261**	**88.0%**	**-2.9%**

Polling District	Total No of Properties	Response Rate	% of Forms Returned	Total No of Properties	Response Rate	% of Forms Returned	Difference in %age
Sherbourne		**2011**			**2012**		
MA	1649	1599	97.0%	1649	1577	95.6%	-1.4%
MB	934	916	98.1%	934	901	96.5%	-1.6%
MC	781	776	99.4%	782	774	99.0%	-0.4%
MD	1902	1879	98.8%	1902	1880	98.8%	0.0%
ME	1680	1432	85.2%	1683	1478	87.8%	2.6%
MF	813	620	76.3%	816	600	73.5%	-2.8%
Total	**7759**	**7222**	**93.1%**	**7766**	**7210**	**92.8%**	**-0.3%**
Upper Stoke		**2011**			**2012**		
NA	1021	870	85.2%	1018	918	90.2%	5.0%
NB	1471	1381	93.9%	1480	1390	93.9%	0.0%
NC	757	671	88.6%	757	650	85.9%	-2.7%
ND	1513	1461	96.6%	1513	1447	95.6%	-1.0%
NE	1044	1010	96.7%	1044	1023	98.0%	1.3%
NF	823	765	93.0%	821	748	91.1%	-1.9%
NG	646	637	98.6%	647	638	98.6%	0.0%
NH	632	578	91.5%	631	568	90.0%	-1.5%
Total	**7907**	**7373**	**93.2%**	**7911**	**7382**	**93.3%**	**0.1%**
Wainbody		**2011**			**2012**		
PA	765	764	99.9%	766	761	99.3%	-0.6%
PB	956	918	96.0%	956	930	97.3%	1.3%
PC	725	705	97.2%	725	717	98.9%	1.7%
PD	286	281	98.3%	285	281	98.6%	0.3%
PE	1087	1065	98.0%	1087	1059	97.4%	-0.6%
PF	966	957	99.1%	966	953	98.7%	-0.4%
PG	4548	4548	100.0%	4556	4556	100.0%	0.0%
Total	**9333**	**9238**	**99.0%**	**9341**	**9257**	**99.1%**	**0.1%**
Westwood		**2011**			**2012**		
QA	698	685	98.1%	698	670	96.0%	-2.1%
QB	1143	1128	98.7%	1142	1112	97.4%	-1.3%
QC	1067	1040	97.5%	1096	1068	97.4%	-0.1%
QD	1038	1029	99.1%	1038	1025	98.7%	-0.4%
QE	738	714	96.7%	731	669	91.5%	-5.2%
QF	601	585	97.3%	601	567	94.3%	-3.0%
QG	894	865	96.8%	894	826	92.4%	-4.4%
QH	729	696	95.5%	730	689	94.4%	-1.1%
QI	627	624	99.5%	679	669	98.5%	-1.0%
Total	**7535**	**7366**	**97.8%**	**7609**	**7295**	**95.9%**	**-1.9%**

Polling District	Total No of Properties	Response Rate	% of Forms Returned	Total No of Properties	Response Rate	% of Forms Returned	Difference in %age
Whoberley		**2011**			**2012**		
RA	1897	1829	96.4%	1896	1744	92.0%	-4.4%
RB	1099	1078	98.1%	1089	1059	97.2%	-0.9%
RC	1087	1033	95.0%	1087	1015	93.4%	-1.6%
RD	1008	995	98.7%	1008	1003	99.5%	0.8%
RE	985	956	97.1%	985	883	89.6%	-7.5%
RF	1189	1152	96.9%	1186	1095	92.3%	-4.6%
Total	**7265**	**7043**	**96.9%**	**7251**	**6799**	**93.8%**	**-3.1%**
Woodlands		**2011**			**2012**		
SA	616	610	99.0%	616	605	98.2%	-0.8%
SB	1290	1107	85.8%	1290	1147	88.9%	3.1%
SC	869	778	89.5%	869	809	93.1%	3.6%
SD	927	913	98.5%	934	905	96.9%	-1.6%
SE	1515	1360	89.8%	1616	1511	93.5%	3.7%
SF	683	682	99.9%	683	679	99.4%	-0.5%
SG	1376	1355	98.5%	1376	1365	99.2%	0.7%
SH	705	690	97.9%	703	691	98.3%	0.4%
Total	**7981**	**7495**	**93.9%**	**8087**	**7712**	**95.4%**	**1.5%**
Wyken		**2011**			**2012**		
TA	706	698	98.9%	706	701	99.3%	0.4%
TB	857	841	98.1%	857	848	99.0%	0.9%
TC	992	974	98.2%	992	970	97.8%	-0.4%
TD	1099	1081	98.4%	1099	1078	98.1%	-0.3%
TE	599	571	95.3%	599	569	95.0%	-0.3%
TF	1069	973	91.0%	1069	944	88.3%	-2.7%
TG	389	368	94.6%	391	360	92.1%	-2.5%
TH	704	687	97.6%	704	689	97.9%	0.3%
TI	694	670	96.5%	694	679	97.8%	1.3%
Total	**7109**	**6863**	**96.5%**	**7111**	**6838**	**96.2%**	**-0.3%**
Overall Total	**142574**	**135451**	**95.0%**	**143208**	**134691**	**94.1%**	**-0.9%**

Appendix 4

Automated Registration Statistics 2012

Description	2012	2011	difference
Number of registrations by Internet	14,096	13,731	**365**
Number of registrations by Telephone	11,825	9,595	**2,230**
Number of registrations by SMS	2,953	3,117	**-164**
Total number of automated registrations	28,874	26,443	**2,431**
Number of properties where no change to information	94,099	92,929	**1,170**
No of properties where information changed	37,924	40,028	**-2,104**

Appendix 5

International City Forum – Summary of initiatives/practices reported

Initiative: ***City:***	*Antaykya*	*Brest*	*Coventry*	*Drammen*	*Gydnia*	*Gothenborg*	*Kaliningrad*	*Malmo*	*Riga*	*Samsun*	*Stralsund*	*Tallinn*	*Vassa*	*Kiel*
Neighbourhood Forums	✓	✓	✓	✓	✓	✓	✓		✓		✓		✓	
Consultations	✓	✓	✓	✓	✓	✓			✓		✓		✓	
Internet /Facebook/blogs	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓
Partnership working		✓	✓	✓					✓			✓	✓	✓
Public meetings		✓	✓	✓			✓		✓		✓		✓	
Interest groups			✓	✓		✓	✓					✓	✓	✓
Youth Council			✓		✓		✓						✓	
Promoting democracy			✓				✓							
Use of social media			✓	✓			✓							
Virtual events			✓				✓							
Webcasting meetings			✓									✓	✓	
Petitions			✓		✓			✓	✓				✓	✓
Surveys			✓				✓	✓				✓	✓	
Telephone “hot line”							✓							
TV/Radio							✓					✓		
Polls/referendum			✓				✓		✓			✓		✓
Digital Noticeboard								✓						
Public questions at meetings											✓			
Newspaper/ publications												✓		
Other- ‘City councils’						✓								

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Coventry City Council

Public report

Report to
Scrutiny Co-ordination Committee

20th March 2013

Report of
Councillor John Mutton

Title
Report Back on the Work Of Outside Bodies – West Midlands Councils

---

1 Purpose of the Report

1.1 This report sets out details of the work of West Midlands Councils over the preceding twelve months and details of attendance by the City Council's representatives.

2 Recommendations

2.1 It is recommended that the Council should review its membership of West Midlands Councils.

3 Information on Work of Outside Body

3.1 West Midlands Councils was set up to bring together all 33 local authorities in the West Midlands Region provide a strong, coherent voice for local government and to promote the West Midlands on regional, national and international issues (particularly in Europe). It has replaced the former West Midlands Leaders Board and West Midlands Local Government Association and it is funded through subscriptions from its members and income from services.

3.2 West Midlands Councils (WMC) aims to facilitate local authorities working together at a sub-regional or regional level where a collective approach would bring about economic, social and environmental prosperity and give added value. WMC works with a range of partners including the Local Government Employers and the Local Government Association.

3.3 During the last year Birmingham City Council ended its membership of WMC and this, plus the reductions in local government finance, has resulted in its members undertaking a comprehensive review of the costs and benefits of the WMC including the costs of closing the organisation completely.

3.4 Each local authority is currently being asked to consider a number of options for membership but there is a general agreement that a residual WMC body needs to remain for legal and financial reasons and that there is a need for any remaining to have a simplified structure and a significant reduction in the requirement for meetings.

4 Benefits to the City Council of the Appointment

4.1 There is now a reduced need for formal regional working with the ending of the requirements for the statutory production of regional strategies and so there is less need for

the co-ordination of local government at a regional level and has meant that the role of the WMC has changed. Coventry City Council is making less use of the facilities offered by the WMC and is working more closely with other local authorities at a sub-regional level through the Coventry, Solihull and Warwickshire Sub-Regional Programme and with the other West Midlands Metropolitan Councils through the West Midlands Joint Committee.

4.2 Current proposals for the future of West Midlands Councils include the continuation of the WMC regional employer function and a strategic co-ordination/policy function – at a reduced overall subscription rate. Coventry City Council has provisionally indicated to West Midlands Councils that it would wish to continue its membership of the regional employer organisation but would not wish to continue to fund a strategic co-ordination function but that this is subject to a formal Council decision.

4.3 A further report on future membership of the West Midlands Councils will be produced for consideration by Council shortly.

4.4 Coventry City Council is also a member of the Local Government Association (LGA). This is a national organisation that is funded and operates separately from the WMC.

5 What Financial Contribution Does the Council Make to this Organisation

5.1 The cost of annual membership of West Midlands Council for 2012/13 was £43.012 (net of vat).

6 Attendance Record and Remuneration for the Appointment

6.1 During the year 2012 two meetings of the West Midlands Councils Full Council were held. Coventry City's representatives on the West Midlands Councils are Councillors J Mutton and Duggins. Councillor Mutton tendered his apologies for both meetings and Councillor Duggins did not attend either meeting.

6.2 There is no remuneration associated with the appointment.

List of background papers

Proper officer: Councillor John Mutton, Cabinet Member (Policy, Leadership and Governance)

Author: Telephone: 024 7683 1000
Councillor John Mutton
(Any enquiries should be directed to the above)

Other contributors:
Jenni Venn, Assistant Director – Policy, Partnership and Performance

Papers open to Public Inspection

Description of paper	**Location**
Schedule of City Council Appointments to Outside Bodies	CH59

Coventry City Council

Public report

Report to
Scrutiny Co-ordination Committee

20th March 2013

Report of
Councillor John Mutton

Title
Report Back on the Work Of Outside Bodies – West Midlands Joint Committee

---

1 Purpose of the Report

1.1 This report sets out details of the work of the West Midlands Joint Committee over the preceding twelve months and details of attendance by the City Council's representatives.

2 Recommendations

2.1 The Council is a member of the West Midlands Joint Committee through statute. It is recommended that the Council continue to make appointments to this body.

3 Information on Work of Outside Body

3.1 The West Midlands Joint Committee was set up in 1985 following the dissolution of the West Midlands County Council by the seven metropolitan district councils of the West Midlands: Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton. Formally constituted under the powers given under the Local Government Act 1972, and updated by the Local Government Act 2000, the West Midlands Joint Committee is responsible for a range of specific strategic functions that were formerly undertaken by the West Midlands County Council.

3.2 The Joint Committee comprises seven voting members, one from each metropolitan district council. Key functions of the Joint Committee include: making nominations and appointments to a number of regional bodies; exercising the Districts' powers and rights as shareholders of Birmingham International Airport and the co-ordination of actions on important issues and to communicate these to central Government and other influential bodies. Specific areas of activity include consultation and co-operation on matters affecting the seven districts with the West Midlands Joint Authorities including the West Midlands Fire and Rescue Authority, West Midlands Police Authority/West Midlands Police and Crime Panel and the West Midlands Integrated Transport Authority.

3.3 Coventry City Council's voting representative on the West Midlands Joint Committee is Councillor John Mutton, Leader of the Council. Councillor George Duggins and Councillor Kevin Foster are observer members. Councillor Duggins is the council's substitute voting member.

3.4 Over the past year a particular area of activity has been the setting up of the West Midlands local authority arrangements for the changes in legislation related to Policing. This has seen the replacement of the West Midlands Police Authority with a directly elected

Police Commissioner and a West Midlands Police and Crime Panel. The West Midlands Joint Committee is responsible for appointing five of the local authority members on the Police and Crime Panel. The West Midlands Joint Committee has also been focusing on the development and better co-ordination of regional transport strategy.

4 Benefits to the City Council of the Appointment

4.1 The West Midlands Joint Committee is a formally constituted body that enables the West Midlands Metropolitan Districts to consider jointly key strategic issues and the allocation of funding that directly impacts on the people of Coventry. Under current Local Government arrangements it is a legislative requirement that Coventry City Council is a member of the West Midlands Joint Committee.

5 What Financial Contribution Does the Council Make to this Organisation

5.1 In 2012/13 Coventry City Council contributed £14K as its share of the costs of running the West Midlands Joint Committee.

6 Attendance Record and Remuneration for the Appointment

6.1 During the year of 2012 four meetings of the Committee were held. Coventry City Council's representatives on the WM Joint Committee are Councillors J Mutton, Duggins and Foster. Councillors Mutton and Duggins each attended two of the meetings, Councillor Foster attended three with Councillor Blundell acting as his substitute at the fourth meeting.

6.2 There is no remuneration associated with the appointment.

List of background papers

Proper officer: Councillor John Mutton – Cabinet Member (Policy, Leadership and Governance)

Author: Telephone: 014 7683 1000
Councillor John Mutton
(Any enquiries should be directed to the above)

Other contributors:
Jenni Venn, Assistant Director – Policy, Partnership and Performance

Papers open to Public Inspection

Description of paper	**Location**
Schedule of City Council Appointments to outside Bodies	CH59

Last updated 12th February 2013

Scrutiny Co-ordination Committee **20tn February 2013**

Work Programme 2012/13

For more details on items, please see pages 3 onwards

11th July 2012
- Outside bodies reports back
- Customer Management -Progress report on recommendations of Task and Finish Group
- Coventry Community Safety Partnership Annual Strategic Assessment
- Transformation Programme Partnership Progress Report

8th Aug 2012
- i-Cov post implementation review
- Household survey findings
- Population and Demography 2011 Census

12th Sep 2012
- Fuel Poverty
- Outside bodies progress
- Increasing Primary School Places

10th Oct 2012
- Heatline update on progress

7th Nov 2012
- Section 106 and Community Infrastructure Levy

12th Dec 2012
- Council Plan Six Month Performance Report
- Medium Term Financial Strategy
- Transformation Programme Partnership Progress Report
- Benefits half-yearly progress report
- Revenue half-yearly progress report
- Report back on Civic visit to Jinan & Beijing, China

23rd Jan 2013
- Member Training and Development
- Progress on recommendations from Task and Finish group on Services to Schools
- Advice Services review
- Half-yearly report on Sickness absence
- Creation of an Olympic Legacy panel
- LGA Conference report
- Identifying Ward Level Census Data

20th Feb 2013
- Electoral Registration Audit 2012 and changes to registration process
- Business Services review
- LEP – structure and reporting process
- Outside Bodies Report – West Midlands Councils
- Outside Bodies Report – West Midlands Joint Committee

20th Mar 2013
- Outside Bodies - Charities
- Houses in Multiple Occupation
- Advice Services review consultation feedback

17th April 2013
- Items to be identified

Date to be identified

Review of Corporate Communications Strategy
Review of Bailiffs Guidelines
Evaluation of process to inform Members of S106 agreement funds
Proposed structure for Community Infrastructure Levy
Outside Bodies Report – Coventry Association for International Friendship
Outside Bodies Report – Coventry Law Centre
Outside Bodies Report – Museum of British Road Transport
Outside Bodies Report – Coventry venture Capital Ltd

Information to be monitored

Procurement Strategy progress report
Delegated Write-Offs 2011/12
Council Tax Payment Date Change
Half-yearly report on Agency workers
Half-yearly report on Sickness absence
Benefits half-yearly progress report
Revenue half-yearly progress report

Next Municipal Year

Progress update on Services to Schools

If required meetings:
6th March 2013; 3rd April 2013.

Scrutiny Co-ordination Committee Work Programme 2012/13

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
11th July 2012	Outside bodies reports back	Adrian West	Members appointed by the Council to outside bodies are responsible for reporting annually to the Committee on the work of the body. However, the Committee can decide each year which bodies it wishes to receive reports on and this report will offer options about this.	
	Customer Management - Progress report on recommendations of Task and Finish Group	Shokat Lal/ Kevin Malone	The Scrutiny Co-ordination Committee endorsed the recommendations of this Group, one of which was to ask for a further report in 6 months' time (June/July 2012).	Meeting of the SCRUCO on 20th December, 2011
	Coventry Community Safety Partnership Annual Strategic Assessment	Mandie Watson/ Sara Roach	The Chair of Scrutiny Board 4 requested that Scrutiny Co-ordination Committee considered the Community Safety Partnership Annual Strategic Assessment, due to the wide ranging implications across different scrutiny boards.	Meeting of Scrutiny Board 4 on 28th March 2012
	Transformation Programme Partnership Progress Report	Mike Coult	Scrutiny Co-ordination Committee oversees scrutiny engagement with the Council's Transformation Programme. The Board will receive regular reports on progress of both the whole programme and individual reviews in order to identify and co-ordinate any areas for further scrutiny work.	Discussions at previous meetings of the SCRUCO
8th Aug 2012	i-Cov post implementation review	Bev Messinger/ Kevin Malone	The abc 12 month post implementation review to identify successes and lessons learned, also to identify where there have been savings and efficiencies made. Also to update the Board on recruitment to vacancies.	
	Household survey findings	Faye Nichols/ Jenni Venn	To review the key findings from the most recent household survey, and the census to identify any issues for the scrutiny work programme as appropriate.	Report to Cabinet Member
	Population and Demography 2011 Census	Faye Nichols/ Jenni Venn	To review the key findings from the most recent household survey, and the census to identify any issues for the scrutiny work programme as appropriate.	Briefing note

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
12th Sep 2012	Fuel Poverty	Michael Checkley	Following on from the presentation of the Climate Change Strategy the Board requested further information on what the city was doing to address fuel poverty and the associated consequences. Cabinet Member (Sustainability and Local Infrastructure) will also be receiving a report on this item.	Meeting 29/2/12
	Outside bodies progress	Gennie Holmes	To report back from the working group established at the meeting at the 11th July meeting, to rationalise the criteria for receiving reports from Outside Bodies to Scruco	Meeting 11/7/12
	Increasing Primary School Places	Ashley Simpson	This item was considered by Cabinet on 14th August 2012. The Chair attended the meeting and agreed that the decision was urgent and that Call-in should not apply. In accordance with paragraph 4.5.3.1 of the Council's Constitution, the report is presented to the Scrutiny Co-ordination Committee, it being responsible for the overall co-ordination of the overview and management of the Scrutiny function, to inform them of the reasons for urgency. This does not delay the implementation of the decision.	Cabinet 14/8/12
10th Oct 2012	Heatline update on progress	Andy Williams	The Board requested an update on progress on the implementation of the Heatline project to monitor the risk register and ensure the project is progressing as required	SB4 Meeting 29/2/12
7th Nov 2012	Section 106 and Community Infrastructure Levy	Mark Andrews	To look at the efficiency of the spend for S106 monies, including what has been spent, what hasn't yet been spent and whether the Council has had to return any. Also the changes through the introduction of the CIL and whether this will have an impact on income	Scruco first meeting 13/6/12
12th Dec 2012	Council Plan Six Month Performance Report	Carol Dear	The half year performance report for 2012/12 which identified baseline performance information for a key set of headline indicators and looks at the progress that has been made during the first 6 months of this years plan	
	Medium Term Financial Strategy	Paul Jennings	To set the Council's Medium term Financial Strategy	Forward planner

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	Transformation Programme Partnership Progress Report	Adrian West/Carl Pearson	Scrutiny Co-ordination Committee oversees scrutiny engagement with the Council's Transformation Programme. The Board will receive regular reports on progress of both the whole programme and individual reviews in order to identify and co-ordinate any areas for further scrutiny work.	Discussions at previous meetings of the SCRUCO
	Benefits half-yearly progress report	Tim Saville	A regular update on progress on performance in the benefits service	
	Revenue half-yearly progress report	Jan Evans	A regular update on progress on performance in the revenues service	
	Report back on Civic visit to Jinan & Beijing, China	Lord Mayor	A report back on the Lord Mayor's visit to China to attend the 2012 Jinan Cultural Sister Cities Cultural Exchange and Springs Dialogue. Paper only.	
23rd Jan 2013	Member Training and Development	Helen Abraham	The Cabinet Member (Community Safety and Equalities) has requested that this report comes to Scruco before his Cabinet Member meeting on 31st January 2013	Cabinet Member (Community Safety and Equalities)
	Progress on recommendations from Task and Finish group on Services to Schools	David Haley Carl Pearson	As per recommendation 9 agreed by Cabinet on 29/11/11, the Board will receive an update on progress on the recommendations from the task and finish group on Services to Schools – to report in Sept/Nov 12	Cabinet 29/11/11
	Advice Services review	June Morley	To look at the review of advice services in the city, and how these changes will be managed.	Scruco first meeting 13/6/12
	Half-yearly report on Sickness absence	Jon Venn	A regular update on progress on reducing staff sickness across the Council	Agenda briefing 20/11/12
	Creation of an Olympic Legacy panel	Adrian West	A briefing note to establish a panel to identify the way the city can take forward the benefits of the Olympics, as agreed by Cabinet Member (Policy, Leadership and Governance) meeting on 30/11/12	Cabinet Member (Policy, Leadership and Governance)
	LGA Conference report	Sara Roach	A report from the LGA Safer Communities Conference: Partnership working in a new world	
	Identifying Ward Level Census Data	Tim Healey	A request for elected members to support the identification of specific information to further brief all members	

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
20th Feb 2013	Electoral Registration Audit 2012 and changes to registration process	Helen Abraham Liz Read	To report on progress on increasing electoral registration and to assess the impact of the changes required to the registration process. Also an update regarding the issues raised by the Lord Mayors visit to Kiel – an analysis of the questionnaire to see if there are lessons to be learned in improving civic participation in local decision making	Scruco first meeting 13/6/12 and on 8/812
	Business Services review	Bev Messinger	To review the effectiveness of the new Business Service 12 months after implementation	
	LEP – structure and reporting process	Martin Yardley	To look at the progress of the Local Economic Partnership, it's creation as an entity and its governance and reporting requirements	Scruco first meeting 13/6/12
	Outside Bodies Report – West Midlands Councils		An annual report on the work of the outside body	
	Outside Bodies Report – West Midlands Joint Committee		An annual report on the work of the outside body	
20th Mar 2013	Outside Bodies - Charities	Gennie Holmes	Report of a task and finish group to identify what charities are available to residents and the best way to disseminate this information.	Scruco first meeting 13/6/12
	Houses in Multiple Occupation		To identify the issues and concerns regarding HIMO's at a city-wide level and to identify the current and potential powers that the local authority has to address these issues.	Chair of Planning and Scruco
	Advice Services review consultation feedback	Gennie Holmes	At their meeting on 23rd January, Scruco referred the details consultation response to the Welfare Reform Sub-group of SB5. This information will then be fed into the wider consultation results.	Scruco 23/1/13
17th April 2013	Items to be identified			

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
Date to be identified	Review of Corporate Communications Strategy		A review of how effective the Council Communication strategy is, particularly post-Olympics and the management restructure	
	Review of Bailiffs Guidelines	Helen Harding	A review of the policy which provides guidelines to how Council appointed bailiffs deal with vulnerable people, and how the Council monitor how the guidelines are adhered	Chair
	Evaluation of process to inform Members of S106 agreement funds	Mark Andrews	To evaluate the process for informing Members of S106 agreements in their wards. A revised proves was requested by the Board at their meeting on 7th November. A 6 month progress report is planned to come back in June 2013	Scruco 7/11/12
	Proposed structure for Community Infrastructure Levy	Mark Andrews	To look at the proposals for the Community Infrastructure Levy before going for wider consultation	Scruco 7/11/12
	Outside Bodies Report – Coventry Association for International Friendship		An annual report on the work of the outside body	
	Outside Bodies Report – Coventry Law Centre		An annual report on the work of the outside body	
	Outside Bodies Report – Museum of British Road Transport		An annual report on the work of the outside body	
	Outside Bodies Report – Coventry venture Capital Ltd		An annual report on the work of the outside body	
Information to be monitored	Procurement Strategy progress report	Liz Welton	At its meeting in February 2012 the Board made recommendations to the Cabinet Member that there should be targets identified for the procurement of SME firms. The Chair requested an update on progress on these targets.	SB1 6/2/12
	Delegated Write-Offs 2011/12	Helen Harding	To receive a 12 month update of the position	CM (Strategic Finance and Resources)

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	Council Tax Payment Date Change	Helen Harding	To receive a 12 month update of the position	CM (Strategic Finance and Resources)
	Half-yearly report on Agency workers	Jane Crawley	A regular update on progress on reducing the reliance and therefore the spend on agency staff across the Council	
	Half-yearly report on Sickness absence	Jon Venn	A regular update on progress on reducing staff sickness across the Council	
	Benefits half-yearly progress report	Tim Saville	A regular update on progress on performance in the benefits service	
	Revenue half-yearly progress report	Jan Evans	A regular update on progress on performance in the revenues service	
Next Municipal Year	Progress update on Services to Schools (to be monitored)	David Haley	An update on progress on how services are becoming more commercial in marketing themselves to schools and also progress on full-cost recovering where this hasn't already happened. Report expected June/July 2013	