



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 6th January, 2016

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 (Pages 3 - 6)
 - (b) Matters Arising
4. **Update on Customer Journey Programme and Customer Services performance**
(Pages 7 - 16)
Report of the Executive Director of Resources
5. **Children's Social Care, Targeted and Early Intervention - Financial Position**
(Pages 17 - 20)
Briefing note
6. **Capital Programme Funding** (Pages 21 - 24)
Briefing note
7. **Treasury Management** (Pages 25 - 28)
Briefing note
8. **Public Health Ringfenced Grant** (Pages 29 - 32)
Briefing note.
9. **Outstanding Issues Report**
Outstanding issues have been picked up in the Work Programme
10. **Work Programme 2014-15** (Pages 33 - 38)
Report of the Scrutiny Co-ordinator
11. **Any other items of Public Business**

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

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Monday, 21 December 2015

Notes:1)The person to contact about the agenda and documents for this meeting is Carolyn Sinclair, Governance Services, Council House, Coventry, alternatively information about this meeting can be obtained from the following web link:

<http://moderngov.coventry.gov.uk>

2) Council Members who are not able to attend the meeting should notify Carolyn Sinclair as soon as possible and no later than 9am 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 Scrutiny Board, 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 S Bains, J Blundell, D Chater, G Duggins, D Gannon (By Invitation), R Lakha, J Mutton (Chair), T Sawdon, T Skipper 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 it you would like this information in another format or
language please contact us.

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Coventry City Council
Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held
at 9.30 am on Wednesday, 11 November 2015

Present:

Members: Councillor J Mutton (Chair)
Councillor J Blundell
Councillor G Duggins
Councillor R Lakha
Councillor M Mutton
Councillor T Sawdon
Councillor D Welsh

Employees:

People: R. Evans, J. Moore, H. Thornton
Resources: V. Castree, G. Cowley, B. Hastie, P. Jennings, B. Strain, C. Sinclair, L. Welton

Apologies: Councillor S Bains, D Chater and T Skipper

Public Business

Note: Agenda items 7 to 12 were deferred to the 6 January 2016 meeting to allow members to attend a Remembrance Day service

18. Declarations of Interest

There were no declarations of interest.

19. Minutes

The minutes of the meeting held on 2 September 2015 were signed as a true record. There were no matters arising.

20. Sub Regional Procurement Strategy 2015 - 2020

The Board considered a report of the Executive Director of Resources which set out the Sub Regional Procurement Strategy 2015-2020. The report would be considered by the Cabinet Member for Strategic Finance and Resources on 7 December 2015.

Through the shared procurement service, Coventry CC, Solihull MBC and Warwickshire CC agreed the first Sub-Regional Procurement Strategy in June 2010 which ran for 5 years expiring in June 2015. The report detailed the proposals for the revised Sub Regional Procurement Strategy 2015 - 2020.

In July 2014, the LGA published the National Procurement Strategy (NPS) giving local authorities a structure for the outcomes that need to be achieved to deliver

procurement good practice, based around the following four themes: Making Savings, Supporting Local Economies, Demonstrating Leadership and Modernisation.

The revised Sub Regional Strategy 2015 – 2020 has been based around the NPS themes and priorities for local government. Across the three upper tier authorities within the Coventry, Solihull, Warwickshire (CSW) sub-region, the Councils spend approximately £883m each year on bought in goods, services and works. Spending this money well through effective procurement is fundamental to achieving organisational success for the three authorities and supporting prosperity across the sub-region.

Members questioned officers on aspects of the report and whilst broadly supporting the Strategy, expressed some concern regarding the length of time of the Strategy bearing in mind timescales around the Combined Authority.

RESOLVED that the Scrutiny Board recommend to the Cabinet Member for Strategic Finance and Resources, that the Sub Regional Procurement Strategy is flexible to recognise evolving working arrangements between Authorities and Partners over the five year span of the Strategy.

21. **Medium Term Financial Strategy 2016-19**

The Board considered the Medium Term Financial Strategy (MTFS) for 2016-2019 for adoption by the City Council. The previous strategy was approved in November 2014. The Strategy set out the financial planning foundations that supported the Council's vision and priorities and leads to the setting of the Council's revenue and capital budgets. The Strategy would be considered at the same meeting of Cabinet as the Council's Pre-Budget Report set out the work undertaken in preparation for 2016/17 and future years' revenue budgets and capital programme.

The Government's July 2015 Summer Budget announced a further period of public sector spending reductions over the course of the new Parliament and this provided a key backdrop to the Council's medium term financial position. However, further detail on the local future years funding position would not be clarified until after the results of the forthcoming Spending Review, due to be published on 25 November and the Local Government Finance Settlement expected in late December. The high likelihood was that these would confirm continued cuts in Revenue Support Grant for local government on a trajectory which was broadly consistent with cuts made since 2010. Therefore, the fundamental factor shaping the City Council's MTFS continued to be one of unprecedented financial pressure leading to further significant reductions in spending levels that are likely to continue in the period up to 2020 and possibly beyond. If the current pattern of local government funding continued, this indicates that, in real terms, for every £10 of net budget the Council had available in 2010/11 it has just over £7 now and will have nearer £5 in 2024/25.

The national and local contexts that frame this Strategy were detailed in the report. In addition, on 13th October 2015 the Council took an in-principle decision to join with other councils across the region to form a West Midlands Combined Authority (WMCA) - a statutory body to facilitate collaboration and joint working between

local authorities to improve economic development, regeneration and transport in the area. The precise structure, functions and financial arrangements of the authority continued to be developed at this time. In particular, it was possible that a Devolution Deal will be struck between WMCA and Government, seeing additional delegations and devolution of power and resources to the West Midlands. It was too early to predict the financial implications of this for the City, and the impact on the MTFS.

These factors represented a combination of reducing resources, challenging underlying economic and demographic conditions, increased demand, a heightened need to improve the quality of services and new challenges represented by government reform and local structural and governance relationships. In these circumstances it was crucial that the Council's financial strategy was both robust and flexible. This would provide the financial foundations required to ensure that Council services were fit for purpose to protect the most vulnerable as well as providing decent core services for every citizen in the city. In support of these aims, the City Councils strategic financial approach to the demands were fully detailed in the report.

The Board discussed aspects of the report, in particular costs relating to agency staff/consultants and in this regard, further detail was requested by the Board.

The Board also discussed the work of the Reserves and Underspends Working Group and agreed that their findings be taken into account by the Cabinet when considering the report.

RESOLVED that the Board recommend that Cabinet consider incorporating the findings and recommendations of the Reserves and Underspends Working Group into the Medium Term Financial Strategy to address part of the budget shortfall for 2016/17.

22. **Public Consultation - Local Tax Support Scheme**

Further to Minute 13/15, the Board considered a briefing note with information on the likely impact on residents in respect of the proposed changes to the Local Council Tax Support Scheme. The document included a factsheet on Council Tax Support and Welfare Reform, a summary of responses to council tax support consultation and the council tax enforcement policy from April 2016.

The Board questioned officers on the report. Arising from discussion, Members asked for further details in respect of the response from the Citizens Advice Bureau. Their comments as front line advisors to the public would help the Board better understand current issues.

The Board discussed at length their concerns regarding the impact on residents in light of other spending cuts and changes to benefits. Following discussion they agreed to recommend that Cabinet revisit other options to make the necessary savings so as to protect the most vulnerable in the City. In addition, Members asked that, if timescales allowed, the EIA and wider impacts of welfare reform come back to the Board. However it was noted that this would also be considered by Council on 12 January 2016.

RESOLVED that the Board recommend to Cabinet that it be mindful of Council policy to protect the most vulnerable in the City and to consider other options to achieve the required savings.

23. **Treasury Management**

This item was deferred to the meeting to be held on 6 January 2016.

24. **Capital Programme Funding**

This item was deferred to the meeting to be held on 6 January 2016.

25. **Public Health Ringfenced Grant**

This item was deferred to the meeting to be held on 6 January 2016.

26. **Outstanding Issues Report**

This item was deferred to the meeting to be held on 6 January 2016.

27. **Work Programme 2014-15**

This item was deferred to the meeting to be held on 6 January 2016.

(Meeting closed at 10.35 am)



Public report
Cabinet Member

Finance and Corporate Services Scrutiny Board (1)
Cabinet Member for Strategic Resources and Finance

06 January 2016
18 January 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

Director Approving Submission of the report:
Executive Director, Resources

Ward(s) affected:
All

Title:
Update on Customer Journey Programme and Customer Services performance

Is this a key decision?
No

Executive Summary:

This report provides an update to Cabinet Member and SB1 on the progress of the Customer Journey programme since the last update to SB1 in July 2015 and includes current performance data for Customer Services.

Since the last update in July 2015 the objective of consolidating customer reception/face to face services and telephony within the Customer Service Centre in Broadgate House has been achieved. We opened our new Customer Service Centre to staff in September and to the public on 18 November. This is a key milestone and marks a completely new way of delivering our services. Based in the heart of the city, the centre brings together telephone and face to face service delivery for the first time along with a meet & greet team are helping customers with their enquiries and supporting use of our new online services and self-service kiosks.

Recommendations:

The Finance and Corporate Services Scrutiny Board (1) are requested to:

- 1) Consider the report and forward any comments to the Cabinet Member for Strategic Finance and Resources.

The Cabinet Member for Strategic Finance and Resources is requested to:

1) Consider any comments raised by SB1 and endorse the progress made.

List of Appendices included:

None

Other useful background papers:

Customer Journey Vision and Strategy Finance and Corporate Services Scrutiny Board (1) 13 January 2014

Cabinet Member (Strategic Finance and Resources) 20 January 2014

Update on Customer Journey Programme and Customer Services performance Finance and Corporate Services Scrutiny Board (1) 1 July 2015

Has it been or will it be considered by Scrutiny?

Yes – SB1 on 6 January 2016

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

No

Will this report go to Council?

No

Report title:

Update on Customer Journey Programme and Customer Services performance

1. Context (or background)

1.1 Since the last update in July 2015 the objective of consolidating customer reception/face to face services and telephony within the Customer Service Centre in Broadgate House has been achieved. We opened our new Customer Service Centre to staff in September and to the public on 18 November. This is a key milestone and marks a completely new way of delivering our services. Based in the heart of the city, the centre brings together telephone and face to face service delivery for the first time along with a meet & greet team who are helping customers with their enquiries and supporting use of our new online services and self-service kiosks.

1.2 We're phasing in services in the coming months, so far we have been helping customers with enquiries for:

- Housing Benefits
- Council Tax
- Housing and Homelessness
- Payments
- Planning and Building Control enquiries
- School Admissions, free school meals and bus passes, and Blue Badges.

We are now working to migrate safeguarding and integrated youth services.

2. Options considered and recommended proposal

2.1 This report is updating SB1 and Cabinet Member as requested on the progress of the programme and implementation of previously agreed policy decisions, along with service performance.

2.2 Opening the doors to the new centre is significant not only for our customers but also as a catalyst for the Council to modernise the way we work, helping us to deal with spending reductions and customer demand through accessing services differently. In a less than two years we will have made significant progress on a number of fronts compared with peer Councils in a similar timeframe including:

Making things simpler

- Consolidated multiple reception points into the new Customer Service Centre
- We have driven up self-service from less than 1% to 20% - a further increase from the 16% achieved for the last financial year and started to transform services using digital principles
- We've changed customer correspondence, simplifying the messages through the use of plain English in letters and e mails
- Begun to look fundamentally at why our customers contact us and how we can reduce avoidable contact and only ask for information once – starting with housing benefit and homelessness.

Using technology to help

- Introduced new payment kiosks, allowing our exchequer banking facility to close

- Launched a new mobile friendly website - 47% of customers accessing our website do so on a mobile/tablet
- Introduced self-service capability through MyAccount with over 14,000 users in the first eight months. Many Council Tax and Housing Benefit transactions can be done through My Account as well as reporting missed bins and arranging bulky waste collections, replacement bins and assisted collections
- Implemented a new modern telephone system with improved messaging and stability
- Built a new digital appointment booking system
- Launched a new online payment system that handles an average of 4,500 transactions a month.

Focussing on customers

- Moved 110 staff into customer services so we are now managing contact in a more consistent way from diverse services such as Adult Social Care, Blue Badges, Parking and Homelessness
- Introduced new recruitment procedures to focus on attracting team members who have great team working and customer service behaviours. As a result attrition has slowed down since the last report in July 2015
- Launched a customer services training programme to help to embed new skills and behaviours in our teams to provide a more consistent, quality Council brand.

Teams across the Council have worked hard to help to make this happen and are committed to putting the Customer right at the heart of what we do.

2.3 Current service challenges

One of our biggest challenges continues to be balancing the resources available to deliver Council services, with the demand for those services. Through the Customer Journey programme, we will be working to reduce the numbers of telephone calls that we receive and in turn reduce wait times and abandonment rates.

As other services across the Council change to reflect the savings the Council needs to make – this can lead to an increase in calls as the service being delivered is not the service that customers have come to expect. Customer Services experiences higher demand if there are changes to underlying service delivery quality and frequency or policy. We're working closely with service areas to understand how we can mitigate and prepare for changes such as Council Tax Support and other welfare reforms, plus the impact of an ageing population and demands on our front door.

Increasingly we are working more closely with all teams across the Council, to improve business processes and to address the underlying reasons for demand, systems issues and efficiency of processes. We are focussing initially on some targeted work with housing benefit, registrars, waste, street services, homelessness and Adult Social Care. This work is on the basis of collaborative work with service teams, will involve customers where possible and is looking to identify root cause of demand so it can be tackled. We are using new approaches as part of this work including the use of Insight, design principles and learning from the Government Digital Service. We are also using the potential of technology deployment for our workforce as an opportunity to relook at the way we do things.

Since opening the Customer Service Centre there has been a high satisfaction rating with face to face services. To maintain this customer experience we need to balance resources across the demand for face to face and telephone services.

We expect that January, post-Christmas closure, and mid-March, when annual billing begins, will be busy and pose the usual challenges. We have ensured that extra colleagues will be on hand to manage queues if necessary. This gives the opportunity for us to ensure customers are aware of all the different ways of paying and requesting services. We continue to work to reduce the numbers of customers who are not paying by direct debit, online, through the automated telephone line or at their bank.

2.4 Service performance

2.4.1 Telephones:

In terms of telephony, we receive an average 45,000 calls a month, with the main volume areas being missed bins (Place services), council tax and housing benefits. For the reporting period July – November 2015 the average calls were 42,000 a month. It is too early to conclude whether the reduction is due to new online services. Once we have the full data for 2015/16 we will be able to present conclusions and be able to compare data across channels and across comparable periods of time.

With the successful change to the telephony platform we have taken the opportunity to simplify the front end push button menu for services. There were a significant number of options previously that were complex, took some time to navigate and were hosted on a stand-alone platform. In simplifying things customers get to speak to the right person more quickly and are less likely to have to be passed between departments. The new telephone system has reduced maximum wait times overall and we are in the process of further refining our data reporting so that we can use this for management purposes. The new telephone system was a major undertaking and has been implemented smoothly with no disruption to operational services.

Average wait times (July – November 2015) are 7.5 minutes across all services which is an improvement on the previous 6 months (9 minutes). Since the last meeting in July the highest wait times at peak times have come down significantly for Council tax from 30 minutes to 5 minutes in November. At peak times the highest wait times are for Housing Benefits. Peak times for this service are between 12.15pm and 3.45pm. Average wait times at peak times for all services are 45 minutes for the last 6 months, which is comparable with the previous 6 months, but the trend is for reduced peak waiting times since the new telephone system was introduced in October. This is despite the resource constraints that the service is operating within.

Since the July meeting there has been no significant change in the average abandonment rate which is c28% for November 2015. This masks a significant decrease in the abandonment rate for council tax. There has been little change in existing services and an increase for Housing Benefits. This increase is due to increased call volume and changes to the automated messaging system on the basis of customer feedback which has increased call lengths, but improved query resolution. The opening of the Customer Service Centre poses some challenges for us in balancing the wait times across face to face and telephone.

2.4.2 Online and emails:

During the first seven months of operation there have been 14,000 service requests through My Account, many of these requests resolve the customer's query. Over 21,500

residents have created an Account. A number of residents will already pay their council tax by direct debit and receive their bills via email and therefore will rarely need to access current services available via My Account, but may do as we further increase our self-service offer.

Applying for an assisted collection, reporting a missed bin and applying for a bulky waste collection have gone live since the last update to SB1. Further services in design and testing phases will further increase the uptake of online services. There is a survey in place to capture customer feedback and a process to act and iteratively improve our online services based on this.

As at 4th December we had fewer than 200 emails to action with the oldest only being 4 days old. This is a significant improvement from the position in July 2015. As further services are added to My Account this will speed up replacing e mail requests with more structured forms, this will also speed up resolving the request made.

2.4.3 Face to face:

During the first two weeks the Customer Service Centre has supported 3771 people to deal with their enquiry face to face. The majority of visits are to provide documents to process a Housing Benefit claim or to ask quick questions about Council tax and/or Housing Benefit. Many customers are using our new self service facilities.

We have been asking customers for feedback about the new Customer Service Centre. The average satisfaction rate is 4.42 out of 5. Customer satisfaction has remained consistent across both opening week and into the start of December. Highest satisfaction levels are with staff attitude & friendliness, look & feel, facilities and wait times. This is fantastic feedback for the teams. We are working with the Insight team to develop a Voice of the Customer Strategy to ensure that we receive customer feedback across face to face, telephone and online services.

2.4.4 Complaints:

Our complaint levels are equivalent to less than 1% of the contacts received. Complaint levels are not atypical of levels over the last few years in customer services. Of the complaints received that relate directly to customer services rather than another service area, the majority are about call wait times. However, customers are generally satisfied with the service they receive when they speak to an advisor.

2.5 Customer Journey Phase 2

Phase 1 has delivered:

- A Customer Service Centre within the approved capital budget.
- An operations manual, technology (handhelds, phones, payment kiosks, appointment booking system) and training programme for Customer Services to make best use of the new centre.
- £0.5m of ongoing revenue savings.
- A new website with resident account functionality and refreshed payment facility. Revenues and Benefits and Waste services can now be accessed online.

Phase 2 will focus on:

- Reviewing high volumes of face to face activity and understand potential to shift to self-service and redesign to reduce failure demand and unavoidable contact. We have started this with a project on document scanning in partnership with Futuregov.

- Review existing online services and improve based on customer feedback and experience.
- To work with RAS, YOS and Safeguarding to make use of Floor 2 Conference Suite.
- To work with Customer Services to improve service delivery across all face to face and phone services. To include a Quality Assurance Framework and Voice of the Customer Strategy.
- To continue to measure and achieve the Channel shift targets as set out on the Council Plan.

This activity will be in conjunction with wider work across services to design and build digital services with a customer focus. This work will enable Directorates to establish plans to enabled delivery of remaining savings targets within the MTFS.

3. Results of consultation undertaken

3.1 Not applicable

4. Timetable for implementing this decision

4.1 Not applicable.

5. Comments from Executive Director, Resources

5.1 Financial implications

The programme has achieved the agreed savings target of £0.5m revenue savings towards the Kickstart/Customer Journey MTFS target.

5.2 Legal implications

There are no legal implications of this report.

6. Other implications

Any other specific implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Customer Journey is an essential part of the Council's corporate plan and the priority to be Locally Committed. The programme means the Council using its assets more effectively and reducing operating costs.

6.2 How is risk being managed?

The programme continues to maintain a risk register that is used to take action as required and shared with SMB and the Cabinet Member regularly. This report covers a number of the risks that are regularly reviewed within the programme including telephony and face to face demand, programme resourcing, technological change, channel shift, demand management and savings delivery.

6.3 What is the impact on the organisation?

No direct impacts arising from this report. The Customer Journey itself has impacts across the whole organisation with changes to the Council's customer facing property, new ICT systems and changes to the way that Council staff work with and for customers.

6.4 Equalities / EIA

As the programme develops we continue to work closely with customers to ensure that the programme assesses the impact of any changes on customers, in particular the need to ensure we address any barriers to self-service that some customers may have. Our access channels will be accessible in the broadest sense and we regularly review and update the EIA.

6.5 Implications for (or impact on) the environment

The new Customer Service Centre has been refurbished with sustainability built into the design.

6.6 Implications for partner organisations?

The Customer Journey programme provides opportunities for joining up information provision across partner organisations on-line and sharing customer insight. This includes strategies for digitalising services and reducing demand. There may also be the opportunity to co-locate face to face services with other partners to deliver and improve service for customers.

Report author(s):

Name and job title:

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Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
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Adrienne Bellingeri	Head of Customer Services	Resources	18/12/15	21/12/15
Clare Storey	Programme Manager - Transformation	Resources	18/12/15	21/12/15
Names of approvers for submission: (officers and members)				
Finance: Rachael Sugars	Finance Manager	Resources	18/12/15	21/12/15
Legal: Helen Lynch	Legal Services Manager (Place and Regulatory)	Resources	18/12/15	21/12/15
Director: Chris West	Executive Director Resources	Resources	18/12/15	21/12/15
HR: Neelesh Sutaria	HR Business Partner	Resources	18/12/15	21/12/15
Members: Damian Gannon	Cabinet Member Strategic Finance and Resources		18/12/15	21/12/15

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Children’s Social Care, Targeted and Early Intervention – Financial Position

Financial Position 2009/10 – 2015/16

The Table below shows the Children’s Social Care, Targeted and Early Intervention financial position (net budget and outturn) between 2009/10 and forecast position for 2015/16, based on quarter 2.

Table 1 – Net Budget and Outturn Comparison 2009/10 to Forecast 2015/16

	People Budget *	People Outturn *	People Variance *	CSCTEI Budget	CSCTEI Outturn	CSCTEI Variance
	£m	£m	£m	£m	£m	£m
2009/10	174.4	175.4	1.0	47.1	49.0	1.9
2010/11	182.8	184.4	1.6	48.8	53.8	5.0
2011/12	166.3	165.1	(1.2)	46.7	49.0	2.3
2012/13	159.4	157.9	(1.5)	45.7	45.6	-0.1
2013/14	162.0	164.9	2.9	50.6	54.3	3.7
2014/15	155.0	161.4	6.4	56.0	59.8	3.8
2015/16 **	165.2	172.9	7.7	67.3	67.7	0.4

* Up until 2012/13 People Budget and Outturn shown reflects Children Learning & Young People plus Community Services

** 2015/16 Outturn and Variance are Forecast based on Quarter 2, other years are Actual

There has been significant grant change within Children’s Services, and as a result the net budget can be misleading. The following grant changes are important in tracking some of the changes in the budget:

- 10/11 to 11/12 – 3 and 4 year old budget transferred to the Dedicated Schools Grant
- 12/13 to 13/14 – The Early Intervention Grant became part of the Revenue Support Grant, and therefore showed as net budget

Amongst other budget changes, the 15/16 budget includes £10M of additional budget and £2M reserves, largely funding additional children’s social care staffing and children’s placements costs. The £10M of additional budget is ongoing, although the pre-budget report proposes reducing this to £9M in 16/17 and £8M in 17/18, with £2M of reserves available in 16/17. Although this additional resource has been allocated on an ongoing basis it is in the context of a council-wide medium term financial strategy financial gap, and delivery of savings as detailed below.

In 2015/16 the additional budget is being used to support:

- Activity pressures – additional staffing costs within Referral & Assessment Service, Neighbourhood Services, Independent Reviewing Officer and Child Protection Conference Chairs service, and Legal Services to deal with an increased number of cases
- Workforce – additional resource to recognise the high level of agency workers and additional cost as a result of difficulties in recruiting experienced social workers
- Placement cost pressure for Looked After Children
- Permanence Allowances cost pressure
- Increasing fostering fees for internal foster carers (introduction of a skills fee per child)
- Replacing fall out in Adoption grant (was previously early intervention grant)

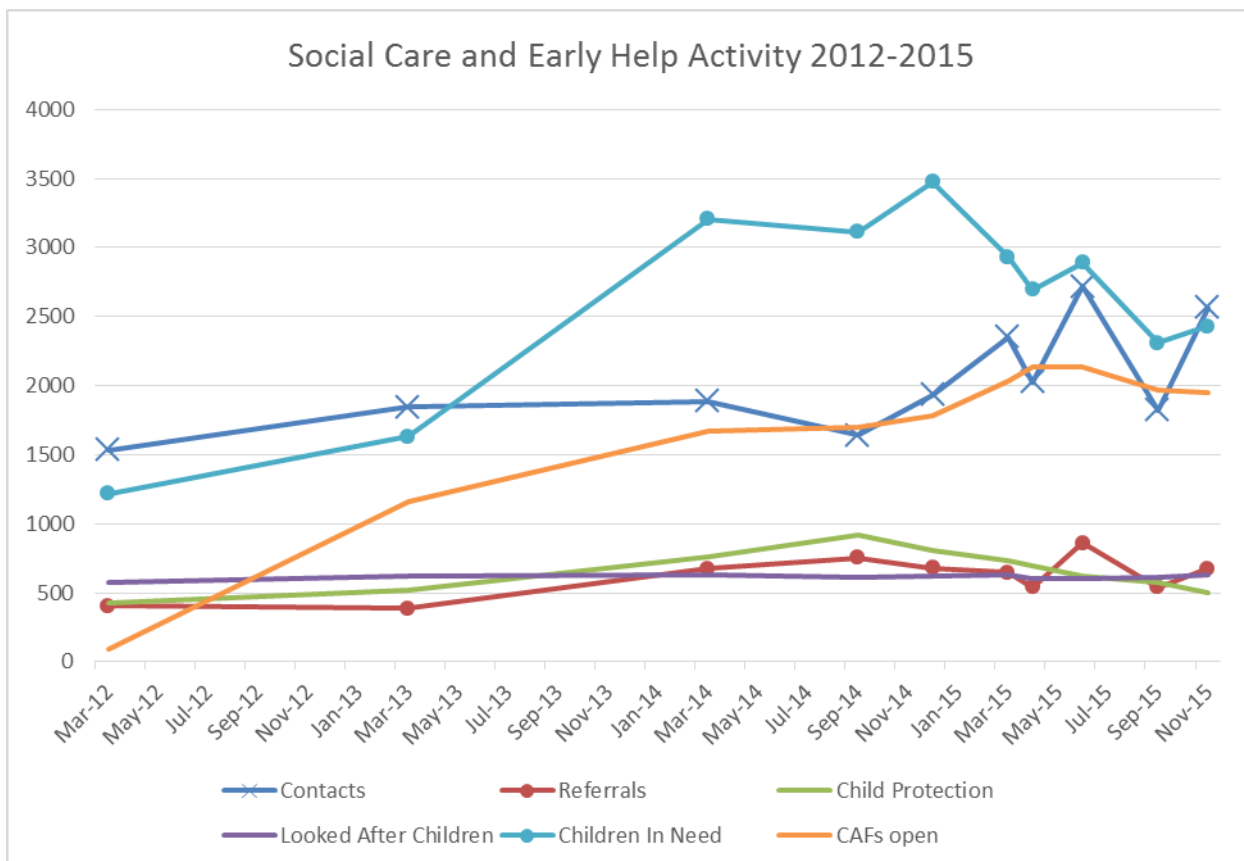
The 2015/16 budget for Targeted and Early Intervention (this includes Early Years, Childrens Centres, Children & Family First, and Integrated Youth Service) amounts to £7.7M.

Performance and links to Finance

There are a number of key indicators that drive financial performance. These include the numbers of cases - Children in need (CIN), Children subject to a child protection plan (CP) and looked after children (LAC) - which drive required staffing levels. In addition numbers of LAC impact on placement costs.

The graph below shows social care activity between March 2012 and November 2015. This shows the general increase in activity from March 2013 to a peak in activity in autumn 2014. Since then the numbers of CIN and CP have reduced and when comparing our current levels with statistical neighbours (March 2015) we are no longer an outlier. Our LAC numbers have remained broadly consistent, and are also in line with statistical neighbours. We have not seen the high levels of CP cases converting into additional LAC cases.

Since March 2012, we have seen a steady increase in the number of CAFs open. Approximately 25% of CAFs are held by partner agencies. The Early Help and Prevention service is exploring the right impact tool to be used by staff across Coventry Early Help and Social Care services. This will compliment a range of tools already being used. The tool will measure the difference interventions have on improving outcomes for children and young people in the family. The implementation will be staged with Phase 1 being used to test the model across the Early Help and Prevention system and will be implemented by March 2016.



Two other key areas that drive cost are our LAC placement mix and numbers of agency staff. We continue to have a high number of children in residential provision, and our fostering mix is too heavily weighted towards external fostering placements, which are approximately double the cost of internal fostering placements. In the baseline position for the fundamental service review (2009/10) internal fostering made up 60% of our fostering provision. It currently makes up 36% of our fostering provision. This shift is due to the rise in LAC numbers exceeding the recruitment of foster carers, as well as a reduction in the number of internal foster carers and available placements.

High numbers of agency staff continue to be a significant financial pressure for the service. In November 2015, across Children’s Social Care there was 70 agency staff covering social care vacancies. This number has reduced in the year (92 in January 2015), but this continues to drive significant additional cost.

Financial Strategy Moving forward

The new People Leadership Team, are working on a number of strategies to safely reduce the costs of the service, which are:

- Further reducing the number of social care cases to enable operation within the budgeted establishment. This trajectory is clearly evident and continues to be monitored very closely.
- Implementing a workforce strategy that will enable a permanent workforce to be established. This is likely to include enhanced levels of remuneration for social workers,

to ensure we remain competitive with other west midlands local authorities. Further work is underway to understand the financial impact of this, and how it is resourced.

- Changing the placement mix – there has been continued work on the offer for internal foster carers, including the introduction of a fee per child in April 2015. Recruitment activity, alongside management of vacancies and on-hold placements is also ongoing. We are now beginning to see the impact from this strategy. The number of fostering households has increased, and key to the financial position, children in internal foster care placements has increased from 137 in April 2015 to 151 currently.

Work is also underway on placement sufficiency and vision, with the long term aim of a developing an approach that minimises residential placements, and adapting commissioning arrangements where necessary to achieve this. In the short term we are reviewing all current residential placements with a view to identifying savings.



Coventry City Council

Briefing note

To **Finance and Corporate Services Scrutiny Board 1**

Date 11th November

Subject Capital Programme Funding

1 Purpose of the Note

- 1.1 This item has been included on the Scrutiny Board work programme with the aim of looking at how the Capital Programme is funded with specific attention on revenue funding within the Programme and the interaction between different funding streams.

2 Recommendations

- 2.1 Scrutiny Board 1 is requested to consider the contents of the note.

3 Information/Background

- 3.1 This note gives an outline of funding of the Council's 2016/17 approved Capital Programme. The types of funding are summarised below.

Funding	2015/16 £m
Prudential Borrowing	42.6
Grants & Contributions	62.7
Capital Receipts	1.1
Revenue Contributions	11.3
Leasing	0.2
Total	117.8

The largest element of the funding is derived from grants and contributions including European funded spend in relation to the Friargate Bridgedeck and city centre Public Realm works.

3.3 The revenue funding of £11m included within the programme incorporates £7m of funding from on-going revenue budgets with a further £2m one-off funding each for the Customer Service Centre and new city centre leisure facility. A broad breakdown of this for 2015/16 is shown below.

	£m
Highways	3.0
Property	2.8
ICT	1.3
Customer Service Centre	2.0
City Centre Leisure Facility	2.2
Total	11.3

3.4 An issue raised previously has related to whether the Council should fund these costs from capital resources and free up the revenue resourcing to support the Council’s revenue budget, either by reducing the need to make savings or by directing resources towards spending priorities. It is important to recognise that the Council does not have significant amounts of capital resources with which to replace revenue. Although the Council has used capital receipts for this purpose in the past, these are limited and the Council is already incorporating a range of capital receipts into the financial models for delivering the Property FSR and Friargate project. Other assets that the Council owns in the form of heritage assets, come with their own complications in terms of the impact of how their sale might be viewed by external agencies and whether the Council should continue to receive external arts grant funding.

3.5 The only other real alternative for funding capital is prudential borrowing which will result in interest costs being charged to revenue. If we were simply to borrow to fund the on-going elements of the revenue funded programme the annual borrowing costs would exceed the current annual revenue cost over the lifetime of the assets created as a result of interest costs incurred over and above the capital expenditure/repayment cost.

3.6 In general there is an argument for saying that the Council should not use revenue resources to fund capital expenditure. However, there are exceptions to this, such as:

- Where there are rolling programmes of expenditure that result mostly in short life assets – any borrowing to fund such assets would involve a build-up of debt for the City Council.
- Where there are opportunistic circumstances that arise, in particular where these require a funding solution to be identified quickly, for instance the new Customer Service Centre.

3.7 However, the starting position should be one of trying to maximise the degree to which capital spend is financed by capital resources. There are ways in which the Council can start to look at this. For instance, it may be possible to identify any specific instances where

projects offer a business case that justifies a prudential borrowing approach – in the current programme the Customer Service Centre provides such a case because it is part of an approach that will deliver long-term savings to the Council. Also, there may be some areas where a technical switch can be engineered to deliver an approach which enables better value for money to be achieved.

- 3.8 Recent discussions have been held resulting in a proposal to explore individual opportunities to use borrowing instead of revenue funding for one-off capital spend. This can happen in occasional circumstances for example in funding some schools based expenditure, where revenue funding has previously been set aside. If the Council were to take out long-term borrowing instead of revenue, this would allow the use of the revenue to offset ER/VR costs. This can be demonstrated to be a cost effective use of resources through the creation of long-term savings for the Council through reduced employee costs. It has been concluded that the Executive Director of Resources should use this mechanism as part of the financial outturn process, where a financial case exists to justify it. In addition, at this stage it is also proposed that the £2m revenue funding for the new Customer Centre should be replaced by borrowing and the revenue added to the ER/VR reserve.

Paul Jennings
Resources Directorate
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Coventry City Council

Briefing note

To **Finance and Corporate Services Scrutiny Board 1**

Date 11th November

Subject Treasury Management

1 Purpose of the Note

- 1.1 This item has been included on the Scrutiny Board work programme with the aim of looking at the Council's treasury management activity including cash balances and approaches to borrowing.

2 Recommendations

- 2.1 Scrutiny Board 1 is requested to consider the contents of the note.

3 Information/Background

- 3.1 This note gives an outline of the Council's Treasury Management (TM) activity which the Council undertakes as a fundamental part of its financial activities. TM activity involves managing the Council's cash-flow, ensuring that it has sufficient cash to fund its expenditure. This is achieved through a combination of borrowing and investing. In recent years, the Council's activity has been confined largely to long-term borrowing and short-term investments.

Long-Term Activity – Borrowing

- 3.2 Long-Term borrowing is undertaken to ensure that the Council can finance its capital expenditure and is dictated largely by the extent to which it needs to borrow to do this. The Council's underlying need to borrow is calculated after taking into account other resources available to fund the Capital Programme (for example, capital receipts).
- 3.3 The Council's borrowing requirement at 31st March 2015 was £292m, made up from the following sources:

Source of Borrowing	£m
Public Works Loan Board	221
Market Loans	59
Stock Issue	12

Total	292
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- 3.4 The Public Works Loan Board (**PWLB**) is an agency of HM Treasury. The PWLB's function is to lend money to local authorities. The Council has a portfolio of loans that have been taken out over a number of years and are made on fixed rates. The average interest rate of these loans is 4.65% and the average duration until they need to be repaid is 27 years. If the Council were to repay any of these loans early in an effort to replace them with loans at lower rates it would be required to pay a premium. It is very rare for this premium to be sufficiently low to make early repayment worthwhile.
- 3.5 The Council's market loans have been taken out with banks and other financial institutions. The majority of these (£58m) are Lender Option, Borrower Option (LOBO) loans. LOBOs are a form of borrowing for which the lender has options to change the interest rate or to call-in the loans at specific points during the loan-term. These loans have a final maturity period (assuming no call-in) of between 39 and 62 years. There are three loan tranches operating at interest rates of between 3.90% and 4.75%. Some media reports this year have questioned whether these loans represent good value for money for local authorities. However, Coventry's interest rates are very much "in the pack" compared with the Council's other long-term loans and represent what we would consider to be reasonable rates in the context of local authority long-term borrowing. If any of the LOBOs were called by the lenders or if a higher rate was set by the banks, the Council could replace them with borrowing at broadly equivalent rates, potentially on the beneficial side depending on the term and the individual LOBO.
- 3.6 The Council's remaining £12m stock issue has a further 10 years to run and has an interest rate of 8.25% although it is important to consider this in the context of the prevailing interest environment. When the stock issue was taken out it was at a time when interest rates, including PWLB were much higher than they are now. The loan stock would have been taken out at a rate that was consistent with other rates available. A further factor was that Council borrowing was subject to more restrictions at that time and there were PWLB lending quotas for instance. This borrowing can sometimes be re-financed when market circumstances and those of the lender are favourable and this is reviewed periodically basis.
- 3.7 In recent years the Council has undertaken very little short-term borrowing. This occurs only when the Council has a very short-term cash-flow issue. The pattern of the Council's receipts and income (e.g. grant income) compared with its spending patterns (e.g. capital spending) has meant that it has been cash-rich over recent years, thus avoiding the need to borrow. This cash-rich position applies solely to the Council's treasury position, not its ability to fund its long-term budget.

Short-Term Activity - Investment

- 3.8 The Council undertakes temporary investment on a regular basis. Investments are made in line with the Council's Lending List – a list of those banking and government institutions that the Council's Investment Strategy allows us to invest cash balances with. The list is maintained in line with advice provided by our Treasury Management advisors (Arlingclose) which bases its judgement on information from credit rating agencies. This area of activity is monitored on a regular bases by the Audit and Procurement Committee.

3.9 The level of investment balances reported to the Audit & Procurement Committee in August stood at £150.7m. The breakdown of these balances is shown below.

	£m
Bank Deposits	80.9
Local Authority Deposits	0.0
Money Market Funds	24.3
Long Term Investments	23.7
Corporate Bonds	21.8
Total	150.7

3.10 Further description of the types of investment are provided below.

Bank deposits include: Temporary Loan Out (Deposit) – These are investments with a counterparty where the start date, maturity date, principal & interest rate is all agreed in advance and cannot be changed until maturity; Temporary Loan Out (Call Deposits) – These are investments with banks whereby the money is held by the bank for an indefinite amount of time until the Council chooses to have the money back with different accounts operating different notice periods, the longer the notice period, the higher the interest rate; Certificate of Deposit – These are similar investments to Temporary Loan Out (Deposits). However, there is a secondary market for them, meaning they can be sold before the maturity date for a profit or loss. This makes them more liquid.

Local Authority Deposits are investments between Councils where the start date, maturity rate, principal and interest rates are all agreed in advance.

Money Market Fund (MMF) Deposits – Funds whereby the authorities money is managed by an external fund manager. The Council invests in the fund along with several other organisations and money is pooled together & invested in a number of different counterparties. As the investments made by the fund manager vary daily, the rate of interest fluctuates daily. Money can be paid into and withdrawn instantly from these accounts & so they are used to manage the Council's day to day cash-flow.

Long-Term Investments include: Collective Investment Funds – Similar to MMF Deposits, these are investments whereby we give our money to a fund manager and they pool our money with other organisations to make investments on our behalf. The rate of interest is higher on these and tends to fluctuate more. As such these need to be viewed as long term investments in order to smooth out peaks & troughs, even though the Council can withdraw from these accounts with only a week's notice if required; Investment in a property portfolio - The rate of return tends to be higher on these investments but tend to fluctuate more and as such need to be viewed as long term investments in order to smooth out peaks and troughs. The Council can withdraw from these accounts at short notice if required.

Fixed (Corporate) Bonds – These are similar to Certificates of deposit in that maturity date and interest rates are agreed in advance & there is a secondary market to sell them if

required. However, whereas Certificates of Deposits are with banks, Fixed Bonds can be taken out with banks and private companies.

Paul Jennings, Resources Directorate
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Briefing Paper

Name of Cabinet Member: Cllr J Mutton – Chair of Scrutiny Board 1

From: Director of Public Health & Director of Finance

Ward(s) affected: ALL

Title: Briefing Paper on the Public Health Ringfenced Grant

Transfer from the Primary Care Trust

In 2010 a series of White Papers were published regarding the future of Public Health services and proposing the transfer from the NHS to Local Authorities from April 2013. Over the two years prior to the transition a robust national assurance process was implemented, and in line with this, a number of financial returns based on expenditure within the NHS were submitted to the Department of Health. These returns were used to determine the ringfenced budget allocation from April 2013.

PCT budgets were incredibly complex and it was not an easy task to split out all public health expenditure, as some services and elements were embedded within other contract costs and it was therefore difficult to apportion costs. Only PCT expenditure could be accounted for in the returns, therefore, any public health services which were funded via Coventry Health Improvement Programme (CHIP) were excluded e.g Breastfeeding services.

Significant work was undertaken between Public Health and Council finance officers prior to the transfer to ensure that all costs were captured and that there was a robust understanding of public health expenditure and budgets. Prior to transfer, the Council also submitted a return providing assurance of the work that had been undertaken by the NHS and to confirm that they were supportive of the financial information that had been submitted to the Department of Health.

Quantum of transfer and how it matched liabilities

The City Council's first Public Health allocation (ringfenced grant), was announced on 10 January 2013. The grant is based on a formula which reflects deprivation, health need and key risk factors including obesity, alcohol usage, physical activity, smoking and sexually transmitted infections.

The allocation for 2013-14 was £17,832,000, which was a 10% increase from the baseline figures due to Coventry being 22% below the target figures based on the formula. The allocation for 2014-15 also rose by 10% and was £19,615,000. The increases in the allocation reflect the historical low levels of expenditure on public health locally and also the poor health status and health inequalities in the city which is reflected in poor performance, compared to other areas, in the Public Health Outcomes Framework.

The allocation for 2015/16 decreased by £200,000 and is £19,414,800. The reduction is due to a national adjustment (agreed locally), following agreement to transfer responsibility for the commissioning of TB services from the Local Authority to the Clinical Commissioning Group.

Overall, since 2013/14 there has been a 20% increase in public health funding for Coventry (compared to the initial baseline), and there are no concerns regarding the grant being able to meet the liabilities that were transferred over from the NHS. The additional funding has allowed the City Council to continue to deliver unfunded public health activity such as the CHIP programme.

Following transition, a number of issues were identified locally in relation to services having been transferred incorrectly to organisations and funding not being aligned correctly. Where possible, pragmatic local agreements have been made between organisations to ensure that responsibilities are correctly aligned going forwards. The transfer of responsibility of TB services is an example.

In October 2015, the responsibility for 0-5 public health commissioning will transfer to the Local Authority from NHS England. It has recently been announced that a further £2.8m (part year) will transfer during 2015/16 to support this work. Significant work has been undertaken during 2014/15 to ensure that the funding for this area of work is sufficient to cover the contractual responsibilities that will novate to the Council in October. Reports regarding this issue and the potential risks involved prior to the allocation publication were submitted to the Cabinet Member for Health and Adult Social Care during the year.

National Public Health Funding

As part of the Health and Social Care Act 2012, responsibility for commissioning Public Health services was split between NHSE (previously known as the NHS National Commissioning Board) and Local Authorities. Public Health England (PHE) also provide public health services. It was acknowledged at the time that the Department of Health spent approximately £5bn on public health services. The majority of the funding was already being spent by the existing National Bodies such as the Health Protection Agency. £2bn of this transferred to Local Authorities from PCTs with the remainder funding services in PHE and NHSE. All Local Authorities received an uplift in funding between 2.8% and 10% for both 2013/14 and 2014/15.

High level funding breakdown – Coventry Public Health Grant

The table below outlines the budget allocations for 2015/16 for the ringfenced grant (£19.4m) including the additional funding for 0-5 services (£2.8m part year 2015/16) due in October 2015, giving a total budget of £22.2m. The budgets that fund mandated public health services in wholly or in part are highlighted for information.

2015/16	Budget £	
Alcohol & Drugs	4,701,000	
Community Safety/Domestic Violence	393,000	
Health Checks	419,000	Statutory service
Smoking/Tobacco Control	1,279,000	
Obesity/Physical Activity/ Be Active Be Healthy/Health Trainers	1,099,000	
Sports Development Team	255,000	
Cycle Coventry	54,000	
Workplace Health	91,000	
Mental Wellbeing	113,000	
Infant Mortality	74,000	
Breastfeeding	146,000	
Children 5-19	1,884,000	Inc National Child Measurement Programme statutory service
Children 0-5	2,807,000	Transfer from October 2015 – statutory service
Sexual Health	4,243,000	Statutory service
Health Protection	241,000	Statutory service
Dental Public Health	112,000	
Public Health Staffing	1,408,000	
Public Health Non Staff Costs	891,000	
Public Health Overheads	246,000	
Insight Team	424,000	Inc Public Health Core Offer statutory service
Insight Engagement	240,000	Inc Public Health Core Offer statutory service
Insight Intelligence	102,000	Inc Public Health Core Offer statutory service
PH Savings - 2015/16 Target	1,000,000	
Total	22,221,800	

How it compares nationally and how it has increased since 2013

For 2015/16 Coventry received a public health grant of £19.4m and will receive an additional allocation of £2.8m (part year funding), from October 2015 relating to the transition of 0-5 public health commissioning (Health Visiting and Family Nurse Partnership services) from NHS England to Local Authorities.

In 2013/14 Coventry was 22% below target allocation and so was therefore given the maximum uplift in public health expenditure for 2013/14 and 2014/15 (10% each year).

Key performance indicators and how we compare nationally

Public Health England have published a Health Profile for Coventry in June 2015 which outlines the health of the Coventry population in relation to England. A copy of the profile can be found using the following link.

<http://www.apho.org.uk/resource/item.aspx?RID=171737>

In the majority of public health indicators, Coventry performs below the England average. However, when we compare the same outcomes across areas of equal deprivation to Coventry. Coventry performs well in the majority of measures.

Proposed Reduction in Public Health Budget 2015/16

In early June 2015, the Chancellor of the Exchequer, George Osborne announced a £200m “non- NHS” budget saving, which is expected to result in an approximately 7 – 7.4% cut in the national public health ringfenced grant in year. For Coventry, this would equate to approximately £1.5m. A consultation on how this cut is to be implemented has just been launched and officers are currently working on a response to the consultation and an assessment of how this reduction can be managed.

Although it is badged as a “non-NHS” saving, a significant proportion of Public Health commissioned services are undertaken by NHS providers e.g. Coventry and Warwickshire Partnership NHS Trust and therefore the proposed saving will impact significantly on the NHS, both locally and nationally.

Barry Hastie
Heather Thornton
November 2015

Finance and Corporate Services Scrutiny Board (1) Work Programme 2015/16

1 July 2015
Customer Journey 2014/15 Revenues and Capital Outturn Report
2 September 2015
Council tax and Housing benefit support allocation Public Consultation – Local Council Tax Support Scheme Update on Coventry Investment Fund
11 November 2015
Sub Regional Procurement Strategy 2015-2020 Public Consultation – Local Council Tax Support Scheme Medium Term Financial Strategy
6 January 2016
Customer Journey Update Outcome of the additional investment into Children’s Services Treasury Management Funding of the Capital Programme Public Health Finance
17 February 2016
Strategic Property Review Council move to Friargate
2 March 2016
Procurement Strategy Social Value Policy
27 April 2016
Capital Programme Equalities in Employment
Dates to be determined
Reserves Impact of changes to Local Council Tax Support Scheme (subject to outcome of the consultation)

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
1 July 2015	Customer Journey	Contact Centre access and performance - Residents have raised concerns that they have been unable to access the contact centre without a lengthy wait on the phone and delays in responses to emailed queries. Members want to look at the performance figures for the Contact Centre and understand how customer demand is being managed and met.	Cllr Gannon/ Lisa Commane		
1 July 2015	2014/15 Revenues and Capital Outturn Report	Including reserves and underspends	Cllr Gannon		
2 September 2015	Council tax and Housing benefit support allocation	To look at how the financial support is allocated to residents in need, including the subsidy of Council Tax. This includes discretionary payments.	Cllr Gannon/ Tim Savill		
2 September 2015	Local Council Tax Support Scheme	The Council is consulting on proposed changes to the Council Tax Support Scheme. The Board will review the proposals and make any recommendations for consideration as part of the consultation process.	Cllr Gannon/ Tim Savill		
2 September 2015	Collection of Council Tax – payment methods and impact on collection rates	Changes have been made to the way that Council Tax payments can be made by the public. This has been raised as an issue for those in certain areas of the City and the Board would like to discuss the rationale for these changes and the impact it has had on constituents. They would also like an indication as to how these changes have impacted on collection rates.	Lisa Commane/ Tim Savill		

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
2 September 2015	Update on Coventry Investment Fund	To provide an update on spending from the CIF. To include governance and reporting arrangements for companies and other bodies in which the Council has a financial interest.	Cllr Gannon/ Andy Williams/ David Cockcroft	SB1 2014/15	
11 November 2015	Treasury Management	To look at approaches to treasury management including cash balances and approaches to borrowing	Cllr Gannon/ Barrie Hastie	Informal meeting	
11 November 2015	Funding of the Capital Programme	To look at how the Capital Programme is funded and approaches to managing existing loans.	Cllr Gannon/ Barrie Hastie	Informal meeting	
11 November 2015	Public Health Finance	The Board have requested a short briefing on Public Health finance to understand the levels of funding the area has brought with them into the Council.	Cllr Gannon/ Barrie Hastie	Informal meeting	
11 November 2015	Sub Regional Procurement Strategy 2015-2020	To approve the Sub Regional Procurement Strategy 2015-2020. This will be going to Cabinet Member on 26.11 so any comments and recommendations can be forwarded there.	Cllr Gannon/ Liz Welton		
11 November 2015	Public Consultation – Local Council Tax Support Scheme	For the Board to feed into the consultation on changes to the Local Council Tax Support Scheme.	Tim Savill		
11 November 2015	Medium Term Financial Strategy	For the Scrutiny Board to comment on, and make recommendations about, the MTFS before it goes to Cabinet.	Barry Hastie/ Paul Jennings	Annual Report	
6 January 2016	Customer Journey Update	To look at the progress being made with the customer journey and	Cllr Gannon/ Lisa Commane	Informal meeting	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
		customer services performance. To include whether the savings anticipated in the MTFS through the changes to customer service, through Kickstart and the Customer Journey, are on track to be achieved.			
6 January 2016	Outcome of the additional investment into Children's Services	To consider the outcome of the additional investment into Children's Services,	Cllr Gannon/ Cllr Ruane/ Barrie Hastie	Informal meeting	
6 January 2016	Treasury Management	To look at approaches to treasury management including cash balances and approaches to borrowing	Cllr Gannon/ Barrie Hastie	Informal meeting	
6 January 2016	Funding of the Capital Programme	To look at how the Capital Programme is funded and approaches to managing existing loans.	Cllr Gannon/ Barrie Hastie	Informal meeting	
6 January 2016	Public Health Finance	The Board have requested a short briefing on Public Health finance to understand the levels of funding the area has brought with them into the Council.	Cllr Gannon/ Barrie Hastie	Informal meeting	
17 February 2016	Strategic Property Review	To review progress on the Strategic Property Review and to consider the property assets held by the Council.	Cllr Gannon/ Nigel Clews, Lisa Commane	SB1 07/10/14 and 03/03/14	
17 February 2016	Council move to Friargate	For the Board to scrutinise the Council move to Friargate which includes the finances of the move. This Board can also consider the workforce, IT and HR implications of the move if they choose. SB3 will pick up Friargate and its impact on economic development	Cllr Gannon/ Lisa Commane	Informal meeting	

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
		including an update on the number of new jobs being created.			
2 March 2016	Procurement Strategy	To review the annual report on progress against the priorities in the procurement strategy. To find out how the joint arrangement with neighbouring authorities on procurement is resulting in efficiencies.	Liz Welton	Annual Review	
2 March 2016	Social Value Policy	To review the impact of the Social Value Policy approved by the Cabinet Member Strategic Finance and Resources in January 2014.	Liz Welton	SB1 2014/15	
27 April 2016	Capital Programme	An update on the Capital Programme to be provided in March/ April 2016.	Cllr Gannon/ Paul Jennings	Annual Item	
27 April 2016	Equalities in Employment	This item will look at the diversity of the Council's workforce and how the Council is encouraging a more diverse workforce which is representative of the local population.	Shokat Lal	Annual review – Sept?	
Briefing Note	Collection of Council Tax – payment methods and impact on collection rates	Changes have been made to the way that Council Tax payments can be made by the public. The Board was concerned to understand the rationale for these changes and the impact it has had on constituents. They would also like an indication as to how these changes have impacted on collection rates. A briefing note was circulated to the Board on 30 July; collection rates and impacts will be monitored throughout the year and will be brought to the Board should any	Lisa Commane/ Glenda Cowley		

Date	Title	Detail	Cabinet Member/ Lead Officer	Source	Outcomes
		concerns be identified.			
TBC	Reserves	To look at Council reserves and how they are allocated and used. This item will be scheduled following the outcomes	Cllr Gannon/ Barrie Hastie	Informal meeting	
TBC	Impact of changes to Local Council Tax Support Scheme (subject to outcome of the consultation)	Changes have been proposed to the Local Council Tax Support Scheme. If approved by Cabinet in 2016, the Board have asked that the impact of implementation is looked at after 6 months.	Barrie Strain/Glenda Cowley	SB1 Meeting November 2015	
September 2015	Visit – Tour of Customer Centre prior to opening	Members have requested the opportunity to tour the customer centre a couple of months prior to it opening.	Lisa Commane	Agenda conference	
Performance Reports – only bring to board if issues of concern identified by Chair or Board Members	Half yearly reports on agency workers	A regular update on progress on reducing use of agency staff across the Council	Shokat Lal	Regular Review	
	Half yearly reports on sickness absence	A regular update on progress on reducing sickness absence across the Council	Shokat Lal	Regular Review	
	Half yearly report on Benefits Service Performance	A regular update on progress on performance in the benefits service.	Glenda Cowley	Regular Review	
	Half yearly report on Revenues Service performance	A regular update on progress on performance in the revenues service.	Jan Evans	Regular Review	