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### **Finance and Corporate Services Scrutiny Board (1)**

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**Time and Date**

10.00 am on Wednesday, 2nd March, 2016

**Place**

Committee Rooms 2 and 3 - Council House

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**Public Business**

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes**
  - (a) To agree the minutes of the meeting held on 6 January 2016 (Pages 3 - 6)
  - (b) Matters Arising
4. **Strategic Property Review** (Pages 7 - 12)  
Presentation
5. **Council move to Friargate** (Pages 13 - 18)  
Presentation
6. **Outstanding Issues Report**  
Outstanding issues have been picked up in the Work Programme
7. **Work Programme** (Pages 19 - 22)  
Report of the Scrutiny Co-ordinator
8. **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

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Chris West, Executive Director, Resources, Council House Coventry

Tuesday, 23 February 2016

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 if you would like this information in another format or  
language please contact us.

**Carolyn Sinclair**

**Telephone: (024) 7683 3166**

**e-mail: [carolyn.sinclair@coventry.gov.uk](mailto:carolyn.sinclair@coventry.gov.uk)**

**Coventry City Council**  
**Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held**  
**at 10.00 am on Wednesday, 6 January 2016**

Present:

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

Employees:

People: J. Gregg, J. Moore, H. Thornton  
Resources: V. Castree, L. Commane, B. Hastie, K. Lees, C. Sinclair, R. Sugars

Apologies: Councillor T Skipper

## **Public Business**

### **28. Declarations of Interest**

There were no declarations of interest.

### **29. Minutes**

The minutes of the meeting held on 11 November 2015 were signed as a true record. There were no matters arising.

### **30. Update on Customer Journey Programme and Customer Services performance**

The Board considered a report of the Executive Director of Resources which provided an update on the progress of the Customer Journey Programme.

The Board had received their last update in July 2015 and since then the objective of consolidating customer reception/face to face services and telephony within the Customer Service Centre in Broadgate House had been achieved. The Customer Service Centre opened with telephony services in September 2015 and was fully opened to the public on 18 November 2015. Based in the city centre, it brought together telephone and face to face service delivery for the first time. To smooth the transition, a meet and greet team were helping customers with their enquiries and supporting use of the new online services and self-service kiosks.

Members of the Board questioned officers on a number of issues including whether there were any aspects of the service delivery changes that had not gone

to plan. Officers reported that the experience had given an opportunity to look at the service in a holistic way. For example, looking at using data more effectively to improve online services and where there were higher levels of complaints in one area (for example missed bin collections), discussions would be held with the relevant directorate to seek to address the issue and therefore reduce the number of complaints.

The Board noted the level of telephone caller abandonment rate remained high and although there was a decrease of abandonment rates for Council tax, the overall figure remained the same therefore suggesting it had increased in other areas. In response, officers reported that until recently, two systems (internal and external) were running concurrently and technical glitches had resulted potentially inaccurate data. They were confident the current data was correct.

The Board expressed concern that a number of residents were still unaware of the change of location to Broadgate House and asked that Officers investigate the possibility of including information about the relocation in with the annual Council Tax notification.

**RESOLVED to note the report and for the location of the new Customer Service Centre at Broadgate to be publicised with the Council Tax Bill.**

31. **Children's Social Care, Targeted and Early Intervention - Financial Position**

The Board considered a briefing note which detailed 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.

There had been significant grant changes with Children's Services in respect of the budget and the Early Intervention Grant between 2009/10 and 2015/16. Amongst other budget changes, the 15/16 budget included £10m of additional budget provide by Council funding and £2m Council reserves, which was largely funding additional children's social care staffing and children's placements costs. Although this additional resource had been allocated on an ongoing basis, it was in the context of a council-wide medium term financial strategy gap. The briefing note detailed the areas supported by the additional budget.

The Board discussed the detail of the grant and budget changes in respect of key indicators that impact financial performance including children in need, children subject to a child protection plan and looked after children (LAC) – which effect staffing levels. In addition, numbers of LAC impact on placement costs. It was reported that high numbers of agency staff continued to be a significant financial pressure for the service. However, there was ongoing work to increase the number of internal foster carers to reduce the financial pressure of external, high cost placements.

Work was also underway on the long term aim of developing an approach that minimised residential placements and, in the short term, all current residential placements were being reviewed in order to identifying savings.

Following discussion, the Board asked that officers check how many LAC had voluntarily put themselves into the care of the City Council. In addition, the Board

requested a briefing note to include further information in respect of the Early Intervention Grant specifically in respect of the levels of reduction and the additional monies transferred from the City Council's budget and details of the outcome of this investment. The Board also asked that further information on foster carer recruitment provision and costs be included in the briefing note.

**RESOLVED to note the report and request that a briefing note be circulated to the Board which detailed use of Early Intervention Grant monies and foster carer recruitment as detailed in the paragraph above.**

### 32. **Capital Programme Funding**

The Board considered a briefing note which had been included on the work programme in order to look at how the Capital Programme was funded with specific attention on revenue funding within the programme and the interaction between different funding streams.

The briefing note outlined funding of the Council's 2016/17 approved Capital Programme and a summary of types of funding. The revenue funding of £11m included within the programme incorporated £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 breakdown of this was given in the briefing note.

The Board discussed the briefing note, specifically in respect of the distinction/definition of what constitutes "capital" spending and "revenue" spending. Arising from discussion it was agreed that this be brought back to a future meeting in order to look at the process for agreeing areas for revenue budget spending.

**RESOLVED that the report be noted and agreed that revenue spending on Capital Programme Funding be scheduled for a future meeting in this municipal year.**

### 33. **Treasury Management**

The Board noted a briefing note detailing the Council's treasure management activity including cash balances and approaches to borrowing.

The briefing note covered in detail the Council's long-term activity for borrowing and short-term activity in respect of investing.

### 34. **Public Health Ringfenced Grant**

The Board noted a briefing note which set out the background and current information about the Public Health ringfenced grant.

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.

The Board questioned officers about the detail of the funding, seeking and gaining assurance there was no duplication of work streams across the Council. The Board also asked about prioritisation of allocations and noted that that was the remit of the Health and Wellbeing Board. The Board also noted that use of the grant was based on delivering priorities for the City.

35. **Outstanding Issues Report**

There were no outstanding issues.

36. **Work Programme**

The work programme was noted.

37. **Any other items of Public Business**

There were no other items of urgent public business.

(Meeting closed at 11.45 am)



Coventry City Council

## Briefing note

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

**Date: 2 March 2016**

**Subject: Strategic Property Review**

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

- 1.1 To inform Finance and Corporate Services Scrutiny Board of the progress being made on the Strategic Property Review.

### **2 Recommendations**

- 2.1 That Finance and Corporate Services Scrutiny Board
  - 1) To note the issues set out in the appendix.
  - 2) Identify any recommendations to the appropriate Cabinet Member

### **3 Information/Background**

- 3.1 Outline information is provided in the attached slides and the Board will receive a presentation from Officers at the meeting which will contain more detail on the work undertaken.

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# Strategic Property Review

## Finance and Corporate Services Scrutiny Board

### 3<sup>rd</sup> March 2016

# Performance against target

YEAR	2013/14	2014/15	2015/16
	£m's	£m's	£m's
TARGET	0.5	1.0	3.0
ACHIEVED	0.813	1.388	2.972
UNDER/OVER	0.313	0.388	-0.028

# How has this been achieved

- Disposal of poor performing assets
- Paying down expensive debts with proceeds
- Smaller operational estate (running and repair costs)
- Control of property expenditure through centralisation
- Investment for new income

## Future direction of travel

- Continued focus on expensive to run & poor performing property
- Whitley depot
- Smaller operational portfolio
- Investment in income opportunities



Coventry City Council

## Briefing note

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

**Date: 2 March 2016**

**Subject: Council Move to Friargate**

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

- 1.1 To update Finance and Corporate Services Scrutiny Board on progress being made towards the Council move to Friargate.

### **2 Recommendations**

- 2.1 That Finance and Corporate Services Scrutiny Board
- 1) To note the progress and issues set out in the appendix.
  - 2) Identify any recommendations to the appropriate Cabinet Member

### **3 Information/Background**

- 3.1 Information on the progress to date on the move to Friargate can be found in the attached appendix.

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**Scrutiny Board 1**  
**Council Move to Friargate**

**2<sup>nd</sup> March 2016**





**What you agreed  
 (Cabinet Report June 2013)**

**What has been done to date**

<p>The construction of a new, Council-owned office building as the first building within the Friargate development</p>	<p>Our office building at Friargate is progressing at pace.</p> <ul style="list-style-type: none"> <li>- All existing buildings (Cophall House; Station Tower; Starley House; Rocket Pub) have been demolished</li> <li>- All infrastructure and utility diversions have been completed to pave the way for the wider Friargate masterplan</li> <li>- Pipe networks for the District Energy System have been installed</li> <li>- The central core of the Council's building is being erected and will be complete within a matter of weeks</li> <li>- The basement slab has been cast with all subterranean tanks installed</li> <li>- Ground floor slab is c.30% complete</li> </ul>
<p>Investment in the creation of a new Customer Services Centre in Broadgate</p>	<p>Our new Customer Service Centre opened to the public in November 2015, consolidating multiple reception points</p> <ul style="list-style-type: none"> <li>- Our people working in agile manner in open-plan office accommodation with new technology</li> <li>- Conference suite for Safeguarding and Youth Offending is now in use (on phased basis)</li> <li>- Customer 'meet and greet' staff and new ways of customer engagement working well</li> <li>- Customer Journey delivery was considered in detail by SB1 in January 2016</li> </ul>
<p>Investment in the Council House as the Civic and Democratic Centre</p>	<p>Designs for our new Democratic Centre are well-advanced</p> <ul style="list-style-type: none"> <li>- Member consultations held and feedback incorporated within the designs</li> <li>- Staff consultations taken place and office space planning exercise completed</li> <li>- Planning and Listed Building Consent submitted</li> <li>- Toilet and kitchenette refurbishment programme to start next month</li> <li>- Democratic Centre works to start on site in April with a completion date of September 2016</li> <li>- Link bridge between Council House and CC3 to be removed once new committee rooms are fully operational</li> </ul>
<p>Investment in a number of other suburban office buildings to support locality based service delivery</p>	<ul style="list-style-type: none"> <li>- City Centre First superseded by Connecting Communities, driven by People Directorate</li> <li>- Ongoing engagement and workshops with social care offices at Coundon; Stretton Ave; 312 Charter Ave and Moat House Neighbourhood Centre progressing well re. new ways of working and use of new technology</li> </ul>





## What you agreed (Cabinet Report June 2013)

## What has been done to date

The introduction of agile and flexible working arrangements for Council staff to drive productivity and efficiency gains

- Organisation wide programme focussing on behavioural change; process improvement; staff agility; performance management etc. well advanced
- Behaviours framework now rolled-out with c.3,000 staff attending range of workshop sessions
- Recruitment and selection process review is underway
- New leaders and managers programme has ended with positive feedback – further programme will be launched Autumn 2016
- Aspiring Leaders programme well advanced with 30 mentors allocated for each mentee. External placements arranged and feedback is extremely positive.
- Draft Apprenticeship Strategy has been written and supports the Council’s ‘Grow It’s Own Talent Strategy’
- People-directorate leaders and managers programme commenced to help emerging pressures
- New L&D offer launched on 70/20/10 delivery model
- The early relocation of staff from Spire and Christchurch House is providing ideal platform to deploy new ways of working and organisation engagement in advance of Friargate
- New ways of working include standard ICT offer (smartphone and laptops), new telephone system, follow me printing, e-post, electronic document storage, room booking system – all progressing
- Paper reduced
- 100+ Change Agent programme

The rationalisation of the Council’s operational office buildings from 27 to 9

- Elm Bank Corporate Training Centre disposed of
- Eburne now demolished following result of fire damage and released for housing
- Civic Centres 1, 2, 3 & 4 now sold to Coventry University
- Spire and Christchurch House to be demolished Q4 2016 in readiness for new Sports & Leisure Centre
- Stoke House now sold and converted for residential care home provision
- Vacant space at 312a Charter Avenue now re-let
- Telfer Road being held empty pending Radford Community Centre development appraisal
- Spare space at Enterprise House now re-let

The construction of the Friargate Bridge

- Project delivered and completes Phase I of Friargate’s masterplan
- Feedback positive
- Ongoing monitoring of traffic movement



**What you agreed  
(Cabinet Report June 2013)**

**What has been done to date**

Communications and Engagement

- Ongoing comms support for regeneration, highways and infrastructure projects
- Regular attendance at ward forums; community groups and resident association meetings
- Ongoing and active engagement with Council staff about property; new ways of working; technology deployment
- Training for managers and staff progressing to compliment required working-practice change
- Strong links with Corporate Leadership Team to ensure consistency and organisation-wide views
- Ongoing engagement with Elected Members; Strategic Management Board and Directorate management teams as required
- Regular attendance at Disabled Employees Network; Disabled People's Strategic Forum; TU Core Group; Scrutiny Board 3

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

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

Date	Title	Detail	Cabinet Member/ Lead Officer
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
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
11 November 2015	Treasury Management	To look at approaches to treasury management including cash balances and approaches to borrowing	Cllr Gannon/ Barrie Hastie
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
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

Date	Title	Detail	Cabinet Member/ Lead Officer
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
6 January 2016	Customer Journey Update	To look at the progress being made with the customer journey and 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.	Cllr Gannon/ Lisa Commane
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
6 January 2016	Treasury Management	To look at approaches to treasury management including cash balances and approaches to borrowing	Cllr Gannon/ Barrie Hastie
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
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
2 March 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
2 March 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 including an update on the number of new jobs being created.	Cllr Gannon/ Lisa Commane
27 April 2016	Capital Programme	An update on the Capital Programme to be provided in March/ April 2016. Further consideration to be given to how revenue monies are used to fund the capital programme as raised at the meeting on 6 <sup>th</sup> January 2016.	Cllr Gannon/ Paul Jennings

Date	Title	Detail		Cabinet Member/ Lead Officer
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
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 concerns be identified.		Lisa Commane/ Glenda Cowley
TBC	Impact of changes to Local Council Tax Support Scheme	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
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
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