



Cabinet Member for Strategic Finance and Resources

Time and Date

2.00 pm on Monday, 18th January, 2016

Place

Diamond Room 5 - Council House

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 8)
 - (a) To agree the minutes of the meeting held on 7 December 2015
 - (b) Matters Arising
4. **Update on Customer Journey Programme and Customer Services performance** (Pages 9 - 18)

Report of the Executive Director of Resources
5. **Outstanding Issues Report** (Pages 19 - 22)

Report of the Executive Director of Resources
6. **Any other items of public business which the Cabinet Member decides to take as matters of urgency because of the special circumstances involved.**

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Friday, 8 January 2016

Note: The person to contact about the agenda and documents for this meeting is Usha Patel Tel: 024 7683 3198

Membership: Councillor D Gannon (Cabinet Member)

By invitation Councillor T Sawdon (Shadow Cabinet Member)

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.

Usha Patel

Tel: 024 7683 3198

Email: usha.patel@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources
held at 2.00 pm on Monday, 7 December 2015

Present:

Members: Councillor D Gannon (Cabinet Member)
Councillor T Sawdon (Shadow Cabinet Member)

Employees by Directorate:

Chief Executive's D Ford

Resources: J Barlow, J Bilen, G Haynes, P Johnson, S Lal, U Patel, L Welton

In Attendance: D Cairns – UNITE
S Feeney – UNISON
P Richings – NASUWT
G Sands – UNISON
M Shortland - UNITE

Public Business

16. Declarations of Interest

There were no declarations of interest.

17. Minutes of Previous Meeting

The minutes of the meeting Cabinet Member for Strategic Finance and Resources meeting held on 12 October 2015 were signed as a true record. There were no matters arising.

18. Coventry and District Credit Union - Grant Aid Agreement Year 1 Progress Report

The Cabinet Member considered a report of the Director of Public Health which provided a progress report following year 1 of the Coventry and District Credit Union Grant Aid Agreement. The report was the first annual report of a three year Grant Aid Agreement.

Coventry and District Union Limited signed a Grant Aid Agreement with Coventry City Council on 15 September 2014. The purpose of the grant was to support and enhance the provision of credit union services to Coventry Residents.

With the residual impacts of the last recession and on-going cuts to welfare spending, more and more people were turning to so called pay day loans. There has been a proliferation in the number of payday lenders operating in Coventry and nationally. The Council is supporting credit unions to provide a sustainable and effective alternative to the high interest borrowing typical of pay day loan companies. More generally credit unions provide an ethical and community-based

approach to personal finance which, it was hoped, would benefit residents and the city over the longer term.

One of the key elements in promoting membership of credit unions in the city was to ensure exposure for the credit unions and ensure they had suitable commercial premises from which to operate. This grant helped to sustain Coventry and District Credit Union in an office at 144 Walsgrave Road, Coventry. Prior to this the credit union did not have a commercial property from which to operate.

The expectation was that the credit union utilise the initial three year grant to build their business and loan book in order to generate increased revenue which would therefore enable them to sustain the property in the future without dependence on a council grant.

Isabelle Osborne, manager of the Credit Union attended the meeting and reported on progress so far. The new location was working well, membership and footfall had increased and an induction course had been developed for volunteers. However, she expressed concern that if funding was to be withdrawn during the period of the grant aid agreement, then the organisation would have to meet any shortfall in their obligations on the new premises which would have an adverse impact on the rest of the programme.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Notes the progress made by Coventry and District Credit Union Limited during the first year of the Grant Aid Agreement.**
- 2. Endorses the proposals set out by Coventry and District Credit Union for 2015-2016.**

19. Sub Regional Procurement Strategy 2015-2020

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the proposals for the revised Sub-Regional Strategy 2015-2020.

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.

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 Council's spend approximately £883m each year on bought in goods, services and works. Spending this money well through effective procurement is fundamental to

achieving organisations success for the three authorities and supporting prosperity across the sub-region.

The Audit and Procurement Committee considered the report on 26 October 2015 and were fully supportive of the proposals (their Minute 33 refers).

The Finance and Corporate Services Scrutiny Board (1) considered the report on 11 November 2015 and expressed concern about the length of the strategy given the developments and timescales around the Combined Authority and recommended to the Cabinet Member that the Sub-regional Procurement Strategy be managed flexibly to recognise evolving working arrangements between Authorities and Partners over the five year span of the Strategy (their Minute 20 refers).

RESOLVED that the Cabinet Member for Strategic Finance and Resources notes comments from the Audit and Procurement Committee and from the Finance and Corporate Services Scrutiny Board (1) and approves the Sub Regional Procurement Strategy 2015-2020.

20. **Coventry City Council's 2014-2015 Report on Workforce Profile Information**

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the Council's workforce profile for 2014-2015. This information would be used to inform the equality action plan. The report would enable the City Council to fulfil its responsibilities under the Equality Act 2010 as set out within the Council's Equality Strategy.

The report provided a detailed analysis of core Council employees only. The headline workforce data for the year 1 April 2014 to 31 March 2015 was taken from a snapshot of data on 31 March 2015 and was attached at Appendix 1 of the report.

The report excluded schools as Governing Bodies were responsible for their own recruitment and employment practices which in turn would affect their equalities data. Furthermore, casual workers were also excluded on the basis that they were not considered 'employees' by law and hence not considered to be part of the Council's workforce.

The report provided a summary of Core Council equality data and based on the information, an action plan had been developed for 2014/2015 with the purpose of improving the diversity of the workforce. Headline actions were detailed at Appendix 2 of the report.

RESOLVED that the Cabinet Member for Strategic Finance and Resources notes the workforce profile information for 2014/2015 as included in Appendix 1 of the report and approves the Action Plan as set out in Appendix 2 of the report.

21. **Agency Workers and Interim Managers - Performance Management Report Q2 (1 July to 30 September 2015)**

The Cabinet Member considered a report of the Executive Director of Resources which provided performance information on the use of agency workers procured through the Master Vendor Contract for the Quarter 2 period 1 July to 30 September 2015; to compare Quarter 1 2015/2016 with Quarter 2 2015/2016 expenditure. The report also provided information on the Interim Manager spends for the same periods which were now procured through National Framework Agreement RM692 along with any additional off contract spends across the authority.

The Master Vendor contract requires all agency workers to be ordered through the Master Vendor, Pertemps and came into force on 2 December 2013. The Master Vendor would supply all suitable agency workers through their own agency or through a second tier arrangement with other agencies on behalf of the Council, using rates of pay based on an agreed pay policy and a negotiated mark-up rate with the Master Vendor. The information supplied by the Master Vendor on the agency gives detailed information on agency worker usage and spends.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Approves monitoring processes to continue for both Agency workers and Interim managers.**
- 2. Endorses compliance with the corporate policy on the recruitment of Temporary Agency Workers through the Master Vendor, Pertemps.**
- 3. Instructs officers to continue to work towards reducing expenditure on the use of agency workers.**

22. **6 month (April-September 2015) Cumulative Sickness Absence 2015-2016**

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the 6 month (April-September 2015) cumulative sickness absence 2015-2016. The information would enable the Cabinet Member to monitor the levels of sickness for the 6 month period April to September 2015 and the actions being taken to manage absence and promote health at work across the City Council.

Annual and quarterly information was based on full time equivalent (FTE) average days lost per person against the FTE average days per person available for work. This is the method that was previously required by the Audit Commission for annual Best Value Performance Indicator reporting. The City Council would continue to use this method to ensure consistency with previously published data.

The report provided the cumulative sickness figures for the Council and individual Directorates.

RESOLVED that the Cabinet Member for Strategic Finance and Resources notes the report providing sickness absence data for the 6 month period of

April to September 2015 and endorses the actions being taken to manage absence and promote health at work across the City Council.

23. Supporting Workforce Mental Wellbeing

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the actions being taken in relation to sickness absence attributed to stress, depression and anxiety and promoting mental well-being across the City Council. This information was requested by the Cabinet Member during the consideration of the “3 month April-June 2015 Cumulative Sickness Absence 2015-2016” report on 12 October 2015 (Minute 13 refers).

The report stated that the Council recognises that it had a duty of care to look after the mental well-being of its staff whilst they were at work and to ensure, as far as reasonably practicable, that work places and working environments were safe. The Council, for some time, has been promoting a comprehensive approach to addressing sickness absence attributed to stress, depression and anxiety that impact upon an individual’s mental well-being through prevention, management and support, whether these issues have arisen in the workplace due to personal circumstances. The Council has in place a variety of different measures/mechanisms to advise managers how to support employees who are reporting sickness absence or health concerns that are attributed to stress, depression and anxiety. Similarly, the Council also provides advice and guidance to managers to support an individual diagnosed with a major mental health condition.

Trade Union representatives were invited to the meeting for the consideration of this item. A number of representatives attended the meeting and raised the following issues:

- The Trade Unions welcomed the toolkit for managers
- E-learning was not considered to be the best way to engage staff with stress/mental health problems
- Trade Unions would like to see the re-introduction of self-referrals, especially if the problem is with the line manager.
- Lots of staff are attending work with these problems – i.e. the impact of reduced staff levels through ER/VR on those remaining at work and anxiety around the move to Friargate, hot desking etc.
- Would like to see more information which service areas were experiencing the most stress.
- Concerns over how some managers were dealing with stress, more often or not, the problems were attributed to capability issues.
- Support needs to be tailored to the individual and occupational health has a role to play in this.
- For social workers – the debrief following cases is crucial; managers need to build this into feedback. Clinical supervision is also very important.
- No support for staff in schools, lots of teachers and support staff are also suffering.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Notes the report detailing the actions being taken in relation to sickness absence attributed to Stress, Depression and Anxiety and endorses the actions taken to monitor, manage and promote mental well-being.**
- 2. Requests that a further report be submitted in 6 months' time to allow the Cabinet Member to monitor the situation. The report to include details of how managers are dealing with staff with stress and whether there are particular service areas that are affected more than others.**

24. Update on Hospitality Budget of the Lord Mayoralty of Councillor Michael Hammon 2015-2016

The Cabinet Member considered a report of the Executive Director of Resources which provided an interim report on the hospitality budget of the Lord Mayoralty of Councillor Michael Hammon, 2015-2016. The report updated the Cabinet Member on how the budget had been spent up to 30 September 2015 and provided estimated expenditure until the end of the Mayoral year.

Information on the actual expenditure for events from 21 May to 30 September 2015 was detailed in Appendix 1 of the report and the estimated expenditure from 1 November until the end of the mayoral Year on 18 May 2016 was attached as Appendix 2 of the report.

RESOLVED that the Cabinet Member for Strategic Finance and Resources considered the contents of the report which described how the hospitality budget had been spent on an event by event basis and had no further recommendations to make.

25. Outstanding Issues Report

The Cabinet Member noted a report of the Executive Director of Resources that identified those issues on which further reports had been requested and were outstanding, so that progress could be monitored.

26. Any other items of public business which the Cabinet Member decides to take as matters of urgency because of the special circumstances involved.

There were no urgent items of business to consider.

(Meeting closed at 3.15 pm)

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:**

Lisa Commane, Assistant Director ICT, Transformation and Customer Services

Directorate:

Resources

Tel and email contact:

024 7683 3990

lisa.commane@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Usha Patel	Governance Services Officer	Resources	18/12/15	21/12/15
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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Cabinet Member for Strategic Finance and Resources

18 January 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title:

Outstanding Issues Report

Is this a key decision?

No

Executive Summary:

In May 2004 the City Council adopted an Outstanding Minutes System, linked to the Forward Plan, to ensure that follow up reports can be monitored and reported to Members. The attached appendix sets out a table detailing the issues on which further reports have been requested by the Cabinet Member for Strategic Finance and Resources so he is aware of them and can monitor progress.

Recommendations:

The Cabinet Member for Strategic Finance and Resources is requested to consider the list of outstanding issues and to ask the Member of the Management Board or appropriate officer to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

List of Appendices included:

Table of Outstanding Issues.

Other useful background papers:

None

Has it or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

No

Report author(s): Usha Patel

Name and job title: Governance Services Officer

Directorate: Resources

Tel and email contact: 024 7683 3198
usha.patel@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Other members	Not applicable			
Names of approvers: (officers and members)				
Finance: Name	Not applicable			
Legal: Name	Not applicable			

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	Subject	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
1*	Customer Journey Programme & Customer Services Performance Formal report outlining progress of the programme CM for SF&R 13.07.2015 (Minute 8(i))	18 January 2016	Executive Director of Resources Lisa Commane		
2	Establishment of “Agency Pool” of Social Workers Report providing information on the feasibility of the City Council establishing their own pool of social workers and “growing” their own. CM for SF&R 13.07.2015 (Minute 3(5))		Executive Director of Resources Shokat Lal		Officers to brief Cabinet Member separately
3	Supporting Workforce Mental Wellbeing A report detailing how managers are dealing with staff with stress and whether particular service areas are affected more. CM for SF&R 7.12.2015 (Minute 23)	June 2016	Executive Director of Resources Jaz Bilen		

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