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

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**Time and Date**

2.00 pm on Wednesday, 13th September, 2017

**Place**

Committee Room 3, Council House, Coventry CV1 5RR

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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 12 July, 2017 (Pages 3 - 6)
  - (b) Matters Arising
4. **Customer Services Briefing Paper with Action Plan** (Pages 7 - 18)  
Briefing Note of the Deputy Chief Executive (People)
5. **2017/18 Capital Programme** (Pages 19 - 28)  
Briefing Note of the Deputy Chief Executive (Place)
6. **Outstanding Issues Report**  
Outstanding issues have been picked up in the Work Programme
7. **Work Programme** (Pages 29 - 32)  
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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Martin Yardley, Deputy Chief Executive (Place) Council House Coventry

Tuesday, 5 September 2017

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 R Auluck, S Bains, J Blundell, R Brown, L Harvard, T Sawdon, R Singh (Chair), K Taylor and R Thay

By Invitation: Councillor J Mutton, Cabinet Member for Strategic Finance and Resources

**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**

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**Coventry City Council**  
**Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held**  
**at 2.00 pm on Wednesday, 12 July 2017**

Present:

Members: Councillor R Singh (Chair)  
Councillor S Bains  
Councillor J Blundell  
Councillor R Brown  
Councillor L Harvard  
Councillor T Sawdon  
Councillor K Taylor  
Councillor R Thay

Other Members: Councillor Clifford  
Councillor J Mutton (Cabinet Member for Finance and Resources)

In attendance: E Hodson, Citizens Advice Bureau

Employees:

People: L Commane, P Jackson, D O'Shaughnessy, A Simmonds, P Ward  
Place: V Castree, C Sinclair, B Strain

## **Public Business**

### **1. Declarations of Interest**

There were no declarations of interest.

### **2. Minutes**

The Minutes of the meeting held on 29 March 2017 were signed as a true record. There were no matters arising.

### **3. Impact of Changes to Local Council Tax Support Scheme - 12 Month Review**

The Board received a briefing note which provided an update on the impact of the Council's revised council tax support (CTS) scheme 12 months after implementation.

The revised scheme which came into effect in April 2016, required all working age households to pay a minimum 15% of their council tax liability regardless of financial circumstances.

In April 2016 there were approximately 20,000 working age households receiving some level of council tax support – prior to the implementation of the revised scheme in April 2016 approximately 16,000 working age households had no

council tax charge. The change required the average band A household to contribute approximately £3.00 per week towards their council tax liability.

Coventry was one of only 96 English Councils not to require a minimum payment during the first year of the devolved local schemes – 2013/14. The number of Councils requiring a minimum payment has increased year on year. In 2017/18 159 Councils would require a minimum payment in excess of 20 per cent and only 62 Councils would require no minimum payment.

The briefing note set out data in respect of collection rates and a summary of impact on customers.

Mr Edward Hodson from the Coventry Citizens Advice Bureau (CAB) was in attendance to report on key findings in respect of client contacts.

Members asked questions on a number of issues including:

- Publicising the discretionary reduction scheme set up for those facing extreme financial hardship.
- Continuation of mitigation efforts for vulnerable clients.
- Breakdown of council tax support claims by property band (this information was not available at the meeting and would be provided to members by email)

Arising from the discussion and questions, the Board noted that all future council tax bills would also include information on the discretionary reduction scheme. In addition, the Board asked that Officers look at the possibility of the producing documents in 'easy read' format.

**RESOLVED that the Board note the update and request a further presentation on the ongoing impact of the scheme in 6 months' time (January 2018).**

#### 4. **Outstanding Issues Report**

There were no outstanding issues.

#### 5. **Work Programme**

The Board noted the Work Programme and agreed the following:

- To receive an update report on the impact of changes to the Local Council Tax Support Scheme in 6 months' time (January 2018) (Minute 7 above refers).
- To consider the Workforce Strategy report in advance of its submission to the Cabinet Member for Finance and Resources.

#### 6. **Any other items of Public Business**

There were no other items of public business.

## 7. **Cyber Security and Resilience**

The Board received a presentation on cyber security and resilience including:

- Types of common attacks
- Possible impact to the City Council
- Extent of cyber threats - including examples of recent attacks
- Measures being taken to protect from cyber attacks
- Future planning
- The role that elected members can play

The Board questioned officers on aspects of the presentation and sought to understand how they could protect themselves and the City Council on a practical day-to-day basis.

Following discussion, it was agreed that further work be undertaken to explore how best to communicate 'top tips' to members as an ongoing reminder of good practice.

(Meeting closed at 3.45 pm)

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Coventry City Council

## Briefing note

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**To: Finance and Corporate Services Scrutiny Board (1)**

**Date: 13 September 2017**

**Subject: Customer Services Briefing paper with action plan**

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

- 1.1 To provide an update to SB1 on Customer Services including feedback from the latest customer satisfaction survey and action plan.

### **2 Recommendations**

- 2.1 Members of the Board are recommended to:
- Note the content of the briefing note.
  - Identify any recommendations for the Cabinet Member.

### **3 Information/Background**

- 3.1 The Customer Journey Programme was introduced to bring together all customer facing activity into one service area. All customer contact was moved into Customer Services including 110 staff.

- 3.2 The newly formed team in Customer Service deals with enquiries relating to:

Housing benefit	Council Tax
Housing & homelessness	Electoral services
Blue Badges	Benefits advice line
Parking services	Registrars
Waste services	Tip bookings
Pest control	

- 3.3 Significant changes were made to ensure that the team was ready to move into the Customer Service Centre. These included:

- Aligning our opening hours to have more people available on the phone when our customers were wanting to make contact
- Improving our customer correspondence, simplifying the messages through the use of plain English in letters and emails
- Developed a new appointment booking system with built in email reminders for customers
- Introducing a triage function to answer simple enquiries rather than needing to make appointments
- Implemented a new phone platform, queue structure and incorporating emails which allows the service to make changes to the queue system and messages during peak times

- The introduction of a new Meet & Greet function to support customers in a face to face setting, recruiting against new behaviourally focussed job descriptions
- A significantly improved physical environment from the previously disparate and dated accommodation – with a modern look and feel, spaces for private appointments and self service facilities.

3.4 The team moved into the Customer Service Centre in September and opened its doors to the public on 18 November 2015. Based in the heart of the city, the centre brought together telephone and face to face service delivery for the first time and saw a number of buildings/functions close including the banking facility and Spire House.

3.5 Focus was given to electronic means of communicating and transacting with the organisation:

- Kiosks for payments, supported initially through Meet & Greet most customers are now able to use this self-serve option without any assistance
- A mobile friendly website with fresh content launched and is supported through processes ensuring that content is up to date and written in plain English.
- We've introduced a new online payment system making it easier for customer to use
- A customer account continues to be developed offering the opportunity to request services on-line. This platform along with other changes has seen an increase in self-service from less than 1% to 28%

3.6 A number of softer more culturally focussed changes have been introduced;

- Job descriptions have been changed and centred around the behavioural framework
- Recruitment activity has been adjusted, all new recruits attend an assessment centre irrespective of grading. This has slowed down attrition with more team members choosing to progress through different roles in the service and Customer Services now being seen as a place where people want to work

3.7 Additional services were transferred into the Customer Service Centre as part of phase 2 and the 2<sup>nd</sup> floor meeting rooms were opened to provide services with space to meet with customers for safeguarding conferences and youth service teams.

3.8 In July 2016 Business Services was transferred and joined Customer Services to report into one Head of Service. Business Services provides administration support for the organisation. An initial savings target of £500k was assigned to Customer Services and an additional £1.8m saving target for 2017/18 has been set for Customer and Business Services. Of the total £2.3m savings £1.67m has been delivered with £0.63m remaining.

3.9 The organisational focus is on amalgamating the two areas under the banner of Customer Service with four high level aims:

- Happier customers
- Always improving
- Ready for a modern digital world
- Building better services

#### **4 Customer Feedback**

4.1 Since opening the Customer Service Centre there has been a high satisfaction rating with face to face services.

A satisfaction survey undertaken during the first 2 weeks of opening showed from 83 customers there was a satisfaction rating of 4.42 out of 5, with 93% of responses being positive. The highest levels of satisfaction were with staff attitude and friendliness, look and feel, facilities and wait times.

4.2 We repeated the customer survey after 3 months of being open and found that the levels of customer satisfaction were slightly up at 4.45 out of 5, with 83% of positive responses but a



higher proportion of those being 'very satisfied'. There was a slight satisfaction decrease with wait times and staff knowledge.

- 4.3 At the 1 year anniversary of the centre opening we undertook a further satisfaction survey with customers, the survey was reduced to just one question which was *Overall, and taking everything into account, how would you rate your satisfaction with our Customer Service Centre?* 120 people responded giving a 4.28 out of 5 satisfaction rate with an 87% positive response. The highest levels of satisfaction were with excellent service and friendly staff, there was a slight decrease around waiting times.

## **5 The next chapter of change**

- 5.1 Face to face and digital access were our initial focus and there remains a need to ensure that these channels continue to serve our customers well. We have more recently refocussed our work on our telephone offer under the scrutiny and leadership of Cllr John Mutton. Increasing capture rates across two service areas; Council Tax and Contact Centre (currently at 63% and 74% respectively) and ensuring that customer satisfaction levels with this channel are comparable with other channels. Despite a £500k reduction in funding for customer services (equating to 13% of the salary budget) we have improved contact centre wait times significantly from what they were historically. The contact centre action plan can be seen in Appendix 1.
- 5.2 Fundamental to the service aims is the creation of an Improvement and Development function. The function will lead in a number of areas:
- Seeking the views of customers on the service that they have received and using their feedback to inform changes and to highlight areas where we/team members might be performing well
  - Undertaking a quality assurance role through mystery shopping and the evaluation of service delivery. The findings of this will be used to inform training, development and performance management in the service
  - Deliver coaching and training within the service
  - Work across services to support improvement that might prevent the need for customer contact
- 5.3 In April 2017 we started to create the Improvement and Development team through the recruitment of a Customer Service Manager. A Customer Experience Manager joined the team in July recruitment is underway for 4 Customer Service Coaches.
- 5.4 Work has started with services to make improvements and prepare for the changes driven by Friargate and other moves.
- 5.5 Workshops are underway with the team to share the operating model and gathering suggestions and feedback on changes required to make service delivery improvements.

## **6 Current Customer Satisfaction Survey**

- 6.1 Discussions around the improvement plan highlighted the need again to review the current customer experience to understand whether there had been any shift from the early position after opening.
- 6.2 The results of this activity which covered both telephone and face to face engagement are available in APPENDIX 2. The results are positive overall but they do present themes to focus our improvement activity; for telephones the priority remains improving call wait times and for Face to Face the primary focus is on investigating increased kiosk availability.

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DIRECTORATE: People  
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**Contact Centre Action Plan**

This action plan has been drafted to address the three identified priorities:

1. **The quality and consistency of customer service**
2. **Call wait times in the contact centre**
3. **Effectively deal with calls direct to councillors**

This will be reviewed regularly through informal cabinet member meetings to evaluate progress, find further solutions to ensure continued improvement and potential options should policy decisions be required

**The quality and consistency of customer service and quality of the teams we have in place**  
*Addressing variable staff performance through a comprehensive training/induction programme and performance management to raise and standardise levels of performance.*

Change/improvement activity	Update	Status
Team members to be clear of the appropriate approach to: a-engaging with customers b-how to deal with handling cash where a customer is unable to manage the transaction themselves	All team members have been briefed and alternative approaches to risk management have been agreed for situations where team members are required to handle cash on behalf of customers	Complete
Appraisals to be used to reinforce behaviour framework expectations with specific focus on customer service provision	Messages have been agreed and appraisals under way	Complete
Induction training to be reviewed and standardised package to include performance focus and attention to behaviour framework	This will be undertaken by the Improvement & Development team once roles are recruited to	December 2017

**Call wait times in the contact centre**  
*Getting a better understanding of staffing levels across teams and whether there is any ability to move people around. Understanding peaks and troughs and exploring whether we could organise differently to have positive impact. To include consideration of whether there is any evidence of better take up of online services at the weekend to reduce telephone contacts.*

Change/improvement activity	Update	Status
Work with finance colleagues to identify whether funding can be found to bring in additional team members	Changes to financial profile has released 3 FTE worth of time that we can recruit to. We have identified temporary funding for two additional posts however this can only be funded until the end of this financial year making recruitment challenging – this	Complete but to be reviewed

	position will need to be considered again a future point once we see impact on performance.	
Identify key peaks/troughs in wait times to understand how best to utilise additional posts across services and times	Work complete and eight part-time posts have been identified that would use the available hours to address times of peak traffic and wait times. We usually recruit to full time posts, so utilising part-time resource is a change to address the challenges at peak time.	Complete
Recruit to all existing vacancies	<ul style="list-style-type: none"> <li>All full time vacancies in the contact centre have been filled</li> <li>There remains one full time vacancy in Council Tax and two individuals will commence the five week training for the service in September</li> <li>There are 3 remaining part time vacancies to recruit to, whilst we have had a high level of applicants for these vacancies</li> <li>Further recruitment activity is planned for the coming weeks, we are exploring having an open application on Talentlink to enable vacancies to be filled more quickly and are currently exploring an open day approach</li> </ul>	In progress
Review approach to training team members.	Currently all general enquiry contact centre team members are trained on all services which means that simple and complex contacts wait in the same queue. We have subsequently adjusted queue priorities and started to train new people on simple services only. This is seeing an improvement overall in performance and is something that we will proactively monitor as new recruits continue to join	Complete – ongoing monitoring
Employ temporary people for a period to stabilise the centre	Temporary resource has been utilised for periods of high traffic and we are in the process of introducing a couple of posts to support census enquiries and in readiness for changes to waste collections. Ongoing close monitoring of temporary positions is necessary as the calibre is extremely variable	In progress
Work with the team to identify ways to reduce repeat contact in turn managing wait times etc.	Initiative undertaken to reduce e-mails to lowest levels possible to supported the removal of duplicate requests and telephone chasing demand We prioritise call traffic in the morning ahead of e-mail and E-form requests, minimises the level of repeat contact seen later	Complete Approach embedded need to maintain focus

	in the day. E-mail traffic is picked up in the afternoon and a manager allocated to monitoring performance and move of people between telephone and other contact	
Meet & Greet colleagues to be trained in managing E-forms and E-mail traffic to support contact centre colleagues	Meet & Greet now have systems access and are all able to undertake basic enquiry types. Training is being rolled out, original completion date end August has slipped slightly due to annual leave commitments but will have been finalised by mid/end Sept	In progress – by end September
Interrogate systems reporting to understand if date/time stamp information can be obtained to understand self-serve hit times and whether this correlates with when the contact centre is closed (evenings and weekends) to be able to assess likely impact of pilot hours changes to inform Cabinet Member of options	It was anticipated that this would be completed by end August however there is slight slippage in bringing the data into a single view	In progress – by mid Sept
<p><b>How we can more effectively deal with calls direct to councillors – in the light of the switchboard changes</b>  <i>To explore options for ensuring the public are able to make quick and easy direct telephone contact with councillors.</i></p>		
<b>Change/improvement activity</b>	<b>Update</b>	<b>Status</b>
We are exploring options for ensuring the public are able to make quick and easy direct telephone contact with councillors.	<p>The contact centre has people trained in different services which then form different skill sets. Some skill sets now have calls for members prioritised meaning that they are answered ahead of some basic contacts.</p> <p>We have looked into the possibility of a separate menu option in the contact centre for callers to choose if they wish to speak with a councillor. This would likely generate contact that could be best supported through improving wait times and speaking with a competent/trained advisor and is not viable</p> <p>Once call capture rate improve we will explore whether an alternative approach is required, we have agreed that this next phase will be to consider e-mailing contact information through to elected members</p>	In progress

# What we did

- We have been regularly surveying the satisfaction of users to the Council's contact centre at Broadgate House.
- We surveyed them – face-to-face and by telephone – in November/December 2015, March 2016, November 2016, and most recently, in August 2017.
- In August 2017, we surveyed 122 people: 99 people face-to-face (following an interaction/transaction at the contact centre), and 23 people by telephone (following a call to the contact centre).

# Headlines

SURVEY

Nov 2015

n=83

Mar 2016

n=96

Nov 2016

n=120

Aug 2017

n=121

OVERALL SATISFACTION














POSITIVE RESPONSES  
(SATISFIED/VERY SATISFIED)



KEY MESSAGES

Satisfaction is up – residents using the contact centre surveyed (face to face and telephone) are more satisfied with the customer service centre than before – with an overall satisfaction score of 4.68 (the highest score yet) and an overall positive response of 97%.

# Other influencing factors

	 Survey	 Location	 Accessible	 Navigate	 Facilities	 Look & feel	 Staff attitude / friendliness	 Staff knowledge / helpfulness	 Information	 Waiting time	 Resolution
Nov-Dec 2015		4.48	4.51	4.43	4.65	4.67	4.68	4.63	4.36	4.65	4.45
Mar 2016		4.60 ↑	4.70 ↑	4.66 ↑	4.64 ↓	4.69 ↓	4.73 ↑	4.55 ↓	4.51 ↑	4.52 ↓	4.43 ↓
Aug 2017		4.68 ↑	4.71 ↑	4.57 ↓	4.41 ↓	4.44 ↓	4.81 ↑	4.76 ↑	4.41 ↓	4.60 ↑	4.40 ↓

## OBSERVATIONS

As people become more familiar with the contact centre, scores (out of five) for location and accessibility has improved; the scores for how easy they can find their way around the centre has remained consistent; while the scores for facilities and look-and-feel has fallen slightly.

People report high -and increasing- levels of satisfaction with the staff, with staff attitude and friendliness, as well as knowledge and helpfulness seeing an increase; and increased happiness with waiting times. Indeed, 97% of 120 people surveyed reported being “satisfied” or “very satisfied” with the waiting times.

Scores for available information or with resolution to their issue are lower, however, the vast majority still report being “satisfied” or “very satisfied” – at 79% and 82% respectively.

# What people like & can be improved

## WHAT SURVEY RESPONDENTS LIKED

Reason	count
helpful	23
friendly	9
nice/pleasant/good	7
quick	6
staff	6
polite	5
informative	4
smiles	3
brilliant/excellent	3
reassurance	1
convenient	1
service	1
valued	1
positive	1
easy-to-use	1
quiet	1
happy	1
security	1
calm	1
knowledge	1
everything	1
patient	1
listened to	1
accessible	1
lovely	1

Respondents are most satisfied with:

1. the helpful, friendly and polite service they receive;
2. the speed in which their enquiry is dealt with; and
3. the convenience of the service.

*“smiley staff...  
...makes a massive  
difference... they  
know what they  
are talking about”*

## WHAT SURVEY RESPONDENTS SAID WE COULD IMPROVE

Reason	count
nothing	22
staff	6
space	4
paypoints	3
drinks	3
confusing	2
speed	2
hours	2
machines	2
non-response	2
layout	1
triage	1
more machines	1
chairs	1
noise	1
children's area	1
feel	1
inconsistency	1
training	1
phone	1
reception	1
signposting	1

Respondents would like to see improvements to:

1. number of staff available to help them with their query and/or to use the machines;
2. provision of water and/or tea/coffee on-site;
3. provision of more space and pay point machines; and
4. consistency in staff response / knowledge.

*“local paypoint  
machines in  
local shops... more  
help for people who  
can't use technology”*



# Summary

- Users surveyed report very high levels of satisfaction with the contact centre.
- Ratings (out of five) are consistently above 4.5; while satisfaction is consistently above 80% including many who report being “very satisfied”.
- People appreciate the friendliness, helpfulness and speed of the service and appreciate face-to-face support and assurance.

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Coventry City Council

## Briefing Note

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**To**            **Scrutiny Board 1**

**Date**        **13<sup>th</sup> September 2017**

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**Subject**    **2017/18 Capital Programme**

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1. The Scrutiny Board 1 work programme includes an item on the Council's Capital Programme.
  
2. The information attached to this note includes analysis of:
  - Outturn expenditure for 2016/17.
  - The quarter 1 estimate of expenditure for 2017/18.
  - The budgeted estimate for expenditure over the following 4 years 2018/19 to 2021/22.
  - An indication of the funding mix for individual schemes.
  - A brief description of each scheme.
  - Individual breakdowns for Growth Deal and WMCA schemes in 2017/18 in separate appendices.
  
3. Officers will take Committee through the programme and respond to questions raised.

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## Capital Programme 2016/17 Outturn, Quarter One 2017/18 and Future Years Programme

		2017/18 - 2021/22 - Capital 5 Year Programme					Total 5 Year Programme
Description		2016/17 Outturn	2018/19	2019/20	2020/21	2021/22	Programme
		£'000	£'000	£'000	£'000	£'000	£'000s
Resource Type							
<b>Schools and Educational Provision</b>		5,773	13,210	2,903	2,523	0	42,331
Basic Need	To support the capital requirement for providing new pupil places by expanding existing schools, or new schools.	670	10,346	0	0	0	14,489
Condition	Includes boilers and heating systems, roofs, health and safety issues on our maintained schools	2,605	1,300	2,430	2,187	0	13,637
Broad Spectrum School	Rebuilding of Tiverton School at Whitley. This is £10.5m scheme that involves the demolition of the former Alice Steven's site and building a purpose built broad spectrum primary special school. This funding belongs to schools. It is calculated by a formula, based on the number of sites and number of pupils each school has. Schools apply to the LA to draw down the funding for schemes that fulfil the criteria. The funding is to be used for capital works and ICT purchases. The schemes vary, where the LA is carrying out a large condition project at a school the school are expected to make a contribution from their DFC allocation.	1,549	500	0	0	0	10,505
Devolved Formula Capital	This is money that has been top sliced from the Condition/maintenance DFE allocation for Coventry's maintained schools. It is used to make adaptations to school buildings for pupils with special needs and disabilities. This involves the provision of lifts, ramps, hoists, hygiene rooms and specialist equipment to access Coventry schools.	581	414	373	336	0	2,176
Suitability/Access	Residual scheme	32	100	100	0	0	481
Swanswell	Providing early year places	0	0	0	0	0	15
Early Years	Leased Equipment at Schools	336	0	0	0	0	478
Leased Equipment	To improve and upgrade facilities to service the increased pupil places up to 60+-Cabinet 8th March 2016	0	0	0	0	0	0
Plus De-ly-moch Expansion		0	550	0	0	0	550
<b>Resourced By</b>							
Prudential Borrowing (PB)		0	550	0	0	0	550
Grant (GRT)		4,939	5,160	2,803	2,523	0	18,941
Section 106 (S106)		531	0	0	0	0	1,456
Leasing		0	0	0	0	0	0
Resource Switch - Prudential Borrowing (PBRS)		302	7,500	100	0	0	21,383
		5,773	13,210	2,903	2,523	0	42,331
<b>Social Care - Pathways and DFCs</b>		2,233	3,266	3,051	0	0	12,917
Broad Park House (Breaks for Disabled Grant)	Long term aim to transfer service for children and young people with disabilities, by providing short breaks -Cabinet Member 6th April 2010	0	215	0	0	0	315
Pathways to Care (Support to Foster Carers)	Funding to Local Authority foster carers and adopters for adaptations, extensions, and supporting house moves or part fund new home purchases, where it is necessary to do so to meet the needs of looked after children.	112	200	200	0	0	825
Dept of Health Social Care Grant	Residual balance of Grant	50	0	0	0	0	104
Disabled Facilities Grants	Funding for individuals with disabilities to adapt their home to make life easier	2,071	2,851	0	0	0	11,673
<b>Resourced By</b>							
Corporate Resources (CCR)		112	200	200	0	0	825
Capital expenditure (from) revenue account		0	3,066	2,851	0	0	12,092
Grant (GRT)		2,121	3,266	3,051	0	0	12,917
		2,233					
<b>WMCA Projects</b>		631	93,330	59,704	61,359	94,084	327,157
UK Central + Connectivity	Strategic Transport Investment Strategy 'Connecting Coventry' - Cabinet 24th January 2017	167	39,199	40,702	33,852	72,680	193,534
City Centre Regeneration	City Centre South Development - updating the city centre bringing in vibrant mixed use, including new anchor store, shops and restaurants - Cabinet 24th January 2017	464	54,131	19,002	27,507	21,404	133,623
<b>Resourced By</b>							
Grant (GRT)		631	93,330	59,704	61,359	94,084	327,157
<b>Coventry Station Masterplan inc NUCKLE 1.1 and 1.2</b>		3,868	22,603	17,931	4,442	11,380	65,302
Coventry Station Masterplan	Transformational improvements to Coventry Railway Station - Cabinet 24th January 2017	870	14,732	0	0	0	18,646
Warwick Road Station Access	City Centre South Development - updating the city centre bringing in vibrant mixed use, including new anchor store, shops and restaurants - Cabinet 24th January 2017	1,764	29	0	0	0	2,460
Nuckle 1.2		806	7,842	0	0	0	9,928
Nuckle		427	0	0	0	0	514
<b>Resourced By</b>							
Corporate Resources		0	0	8,263	749	1,910	10,922
Corporate Resources		0	17,423	9,668	3,693	9,470	47,963
Prudential Borrowing		3,868	5,180	0	0	0	6,417
Grant (GRT)		0	22,603	17,931	4,442	11,380	65,302
Resource Switch - Prudential Borrowing		3,868					
<b>Growth Fund</b>		9,694	2,000	2,250	100	0	25,831
Grant (GRT)	Part of secure £7.4m grant awarded from Central Government to support economic growth in the local areas will cover support for new infrastructure, improving connections and tackle congestion and support housing and employment sites; driving innovation in Advanced Manufacturing and Engineering; supporting businesses to flourish; and growing local skills and talent.Cabinet 2nd September 2014. Updated Cabinet Report 29th August 2017 for Growth Deal 3 - will increase pot to £131.8m (Currently not in Programme)	8,825	2,000	2,250	100	0	20,962
Corporate Resources		869	0	0	0	0	869
Resource Switch - Prudential Borrowing		9,694	0	0	0	0	4,000
<b>Whitley South Infrastructure</b>		75	19,768	0	0	0	35,000
Grant (GRT)	Cabinet on 5th July 2016 to facilitate the provision of public infrastructure to enable the development of Whitley South. This scheme is critical to the current expansion plans of JLR and will also accommodate a number of small medium enterprises, JLR's local supply chain together with a hotel and car show room.	10,268	19,768	0	0	0	29,961
Corporate Resources		4,964	0	0	0	0	5,039
Resource Switch - Prudential Borrowing		75	19,768	0	0	0	35,000
<b>Coventry Investment Fund</b>		178	0	0	0	0	284
Residual Commitment		178	0	0	0	0	284
<b>Kickstart Office</b>		23,328	1,806	0	0	0	38,567
New Office	Starting the creation of the Friargate Business District including the new Council Office, customer services centre at Broadgate House, investment in Council House and Democratic Centre - Cabinet 18th June 2013	22,411	1,500	0	0	0	30,511
Democratic Centre		734	0	0	0	0	934
Customer Service Centre		35	0	0	0	0	35
Relocation of Hubs		0	0	0	0	0	400
Relocation and Decommission		148	306	0	0	0	1,054
ICT and File Management		0	0	0	0	0	5,633
<b>Resourced By</b>							
Prudential Borrowing		22,928	1,256	0	0	0	35,842
Capital expenditure (from) revenue account		400	550	0	0	0	400
Ringfenced Receipts		23,328	1,806	0	0	0	2,325
		23,328	1,806	0	0	0	38,567





2017/18 - 2021/22 - Capital 5 Year Programme									
Description	2016/17 Outturn £'000	Resource Type	2017/18 - 2021/22					Total 5 Year Programme £'000s	
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000		
Ringfenced Receipts	0		3,780	230	230	0	0	6,245	
Unringfenced Receipts			2,005	1,423				1,423	
	<u>71,002</u>		<u>128,002</u>	<u>98,068</u>	<u>74,321</u>	<u>108,833</u>	<u>689,735</u>		





Growth Deal Funding (Externally Funded Projects)	Q1 Outturn £'000
GD06 - R&D Steel	500
GD08 - Business Innovation Fund	100
GD10 - A5 Corridor Project	400
GD11 - Coton Arches	1,845
GD13 - Dynamic Routing	1,074
GD14 - A46 N-S Corridor (Stanks)	3,774
GD17 - National Transport Design Centre	858
GD24 - WMG Academy Pre-Dev	305
GD2 - Unlocking Sites	2
GD18 (ULS00) - Unlocking Sites	654
GD18 (ULS01) - Regeneration of Priory Square, Dudley	200
GD18 (ULS02) - Bridge to Living	350
GD18 (ULS04) - Unlocking Sites - A45-Leam Road	62
GD18 (ULS04) - Unlocking Sites - A45-Leam Road	675
GD18 (ULS09) - Getting West Nuneaton Moving: Bermuda Connection	1,000
GD18 (ULS10) - Unlocking Nuneaton Town Centre	121
GD25 - Project Management	79
	11,999

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<b>WMCA Funded Projects</b>		<b>Q1 Outturn £'000</b>
<b>UK Central + Connectivity</b>	<b>Description</b>	
<b>Coventry South</b>	A46 Link Road Phase 1 - Stoneleigh A46 Junction Improvements	1,375
	A46 Link Road Phase 2- New Link Road - Stoneleigh A46 Junction to University	666
	A46 Link Road Phase 3 - New Link Road - University to A45 or A452 (For UK Central)	0
	Binley & Walsgrave Junction	100
	Interchange P&R - New Station south of Coventry	0
	Tile Hill Station Improvements - Increase Car Park Capacity	200
	Park and Ride	50
<b>City Centre First</b>	Coventry Station Masterplan	3,321
	Ring Road Junction Improvements	527
	City Centre Place Plus	159
<b>Coventry North</b>	A45 to A444 Keresley Link	90
	M6 Jct 3 Improvements	50
<b>Coventry Very Light Rail</b>	Very Light Rail	1,116
	<b>Total UK Central and Connectivity Package</b>	<b>7,654</b>
<b>City Centre Regeneration Projects</b>	City Centre South and Friargate	<b>11,115</b>
	<b>Grand Total</b>	<b>18,769</b>

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Please see page 2 onwards for background to items

<b>12<sup>th</sup> July 2018</b>
<ul style="list-style-type: none"> <li>- Impact of changes to Local Council Tax Support Scheme</li> <li>- Cyber Security (Private Item)</li> </ul>
<b>13<sup>th</sup> September 2017</b>
<ul style="list-style-type: none"> <li>- Customer Service briefing note with action plan</li> <li>- 2017/18 Capital Programme</li> </ul>
<b>15<sup>th</sup> November 2017</b>
<ul style="list-style-type: none"> <li>- ICT @ CCC</li> <li>- Impact of changes to Local Council Tax Support Scheme</li> </ul>
<b>24<sup>th</sup> January 2018</b>
<ul style="list-style-type: none"> <li>- Workforce Strategy Work Strands</li> </ul>
<b>21<sup>st</sup> March 2018</b>
-
<b>18<sup>th</sup> April 2018</b>
-
<b>Date to be determined</b>
Social Value Act (Nov/Jan) Procurement Strategy (Nov/Jan) Budget – meeting savings targets Medium Term Financial Strategy West Midlands Combined Authority Capital Schemes Council Reserves Outside Body Reports Workforce Resource

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>12<sup>th</sup> July 2018</b>	- Impact of changes to Local Council Tax Support Scheme	To look at the impact of the changes a year after implementation, including collection rates, cost of collection, levels of arrears, enforcement arrangements the impact on residents.	Barrie Strain/ Glenda Cowley
	- Cyber Security (Private Item)	To receive an update on measures being put in place to address cyber security issues.	Lisa Commane/ Paul Ward
<b>13<sup>th</sup> September 2017</b>	- Customer Service briefing note with action plan	Work is being undertaken by the Cabinet Member to review the customer service centre. Information on this work will be brought to the Board and the impact of this work reviewed later in the municipal year.	Lisa Commane/ Adrienne Bellingeri
	- 2017/18 Capital Programme	To receive a line by line update on the 2017/18 Capital Programme. Annual item.	Paul Jennings
<b>15<sup>th</sup> November 2017</b>	- ICT @ CCC	To look at ICT at the Council to include policies, strategies, risks, resilience, effectiveness and value for money.	Lisa Commane/ Paul Ward
	- Impact of changes to Local Council Tax Support Scheme	To look at the ongoing impact of the changes, including collection rates, cost of collection, levels of arrears, enforcement arrangements the impact on residents. This item was requested at the July meeting.	Barrie Strain/ Glenda Cowley
<b>24<sup>th</sup> January 2018</b>	- Workforce Strategy Work Strands	To look at workforce strategy work strands at an appropriate time as identified at the meeting on 25th January 2017. To include a strand focussing specifically on recruitment.	Barbara Barrett
<b>21<sup>st</sup> March 2018</b>	-		

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>18<sup>th</sup> April 2018</b>	-		
<b>Date to be determined</b>	Social Value Act (Nov/Jan)	To examine the extent to which the Social Value Act is delivering added value when we are letting contracts. Annual item.	Liz Welton
	Procurement Strategy (Nov/Jan)	To ensure we are getting value for money from the Procurement Strategy and its impact on society.	Liz Welton
	Budget – meeting savings targets	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy – Annual item	Paul Jennings
	West Midlands Combined Authority Capital Schemes	Following the meeting on 13th March, it was recommended that SB1 scrutinise the WMCA Capital Schemes, paying particular attention to the scheduling and Very Light Rail	Paul Jennings/ Colin Knight
	Council Reserves	To receive an update on the position of Council Reserves. Annual item.	Paul Jennings
	Outside Body Reports	To take appropriate outside body reports and to scrutinise the funding provided by the Council to each organisations.	Various
	Workforce Resource	To look at whether we have sufficient resource within our workforce to deliver the Council's ambitions for the City. (identified at SCRUCO 12.07.17)	Various

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