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

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**Time and Date**

2.00 pm on Wednesday, 21st March, 2018

**Place**

Committee Room 3 - Council House

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**Public Business**

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes** (Pages 3 - 6)
  - (a) To agree the minutes of the meeting held on 5 March 2018
  - (b) Matters Arising
4. **ICT and Digital Service** (Pages 7 - 12)

Briefing Note of the Deputy Chief Executive, People
5. **Outstanding Issues Report**

Outstanding issues have been picked up in the Work Programme
6. **Work Programme** (Pages 13 - 16)

Report of the Scrutiny Co-ordinator
7. **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, 13 March 2018

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, J Mutton (By Invitation), J O'Boyle (By Invitation), T Sawdon, R Singh (Chair), K Taylor and R Thay

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language please contact us.

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**Coventry City Council**  
**Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held**  
**at 10.00 am on Monday, 5 March 2018**

Present:

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

Other Members: Councillor Clifford

Employees:

People: G Haynes  
Place: C Sinclair, J Smith, B Strain

Apologies: No apologies

## **Public Business**

### **22. Declarations of Interest**

There were no declarations of interest.

### **23. Minutes**

(a) The minutes of the meeting held on 15 November 2017 were signed as a true record.

(b) Matter arising: Minute 18 (Medium Term Financial Strategy 2018-2021)

The Minute reflected the Board's request to consider 'Business Rates' as a scrutiny topic. However it subsequently transpired that the Scrutiny Co-ordination Committee would be considering this matter as part of their 2018/19 work programme. It was therefore agreed to remove it from this Board's work programme to avoid duplication.

### **24. Outstanding Issues Report**

There were no outstanding issues.

### **25. Impact of changes to Local Council Tax Support Scheme - 18 month review**

The Board considered a briefing note which provided an update on the impact of the Council's revised Council Tax Support scheme in the first 18 months of operation.

Data on collection rates and the impact on customers was set out in the briefing note.

The Scheme required low income households to contribute towards their council tax liability. It was acknowledged from the outset that collecting council tax from people impacted would be challenging and would need to be undertaken with sensitivity. It was reported that the vast majority of people have paid and were paying their council tax.

In year two, the Council had committed not to enforce court costs for CTS cases and would continue to work with colleagues in the advice sector to understand and mitigate where possible the impact of the new scheme on low income households. It was reported that this Council had committed not to increase the minimum CTS contribution in 2018/19.

**The Board noted the 18 month review of the Local Council Tax Support Scheme.**

**26. Leadership Development Investment**

The Board received an update on the investment being made to develop existing and aspiring leaders across the organisation as part of the Council's wider Leadership Development Framework which was launched in 2017.

The aim was to create a culture whereby leaders and managers at all levels across the organisation were able to deliver the outcomes within the Council Plan and Workforce Strategy and perform their existing roles as highly capable individuals and team members.

In 2017, the City Council launched its Leadership Development Framework (which was attached as an appendix to the briefing note) The Framework was designed to establish an organisational structure for leaders and managers which would build capacity to respond to a new and challenging local government.

It was reported that skilled leaders and managers were the key to success and the framework was underpinned by the following principles that would develop their skills and abilities:

- Enabling leaders and managers to deliver great people management practice on a day to day basis.
- Creating an environment which motivates, inspires and energises people.
- An environment where leadership is distributed and dispersed and goes beyond boundaries and spans of authority
- Deliver a customer focussed approach
- Supporting a commercially focussed environment
- Creating an innovative culture which thinks outside the box by giving space to all employees to be creative.

The framework was designed to reflect the different levels of leaders and managers and was referred to as 'emerging', 'aspiring', 'future' and 'senior' leaders

and would offer various development opportunities across four development pathways. For 2017/18 the focus for development had been across the Council's Future and Senior Leadership cohorts.

The Board questioned the Officer on aspects of the report including funding and service providers for the programmes. The Board also sought and received assurance that an understanding of the work of members be included in the workforce programmes where appropriate. In addition, the Board asked for an evaluation on how effective the training was to the individual and the organisation.

**RESOLVED to receive a training evaluation report and an impact assessment on the programme when available and to endorse and commend the work of Grace Haynes and her team in the development and roll out of the Leader Development Framework.**

## 27. **Apprenticeships and Apprenticeship Levy**

The Board considered a briefing note which provided an overview of the current number of apprentices currently on Coventry City Council's Apprenticeship Programme and the progress being made to ensure that the City Council spends its £1m contribution to the Apprenticeship Levy fund.

The Council's Apprenticeship and Early Careers Team which formed part of the Council's HR and OD service were responsible for managing the Council's Apprenticeship Programme and implementing the action set out in the Council's Apprenticeship Strategy 2016-19.

The Council currently had 100 apprentices on its programme. 35 were located within service areas across the Council and 65 were located in maintained schools across the City.

The Council currently had 7 Apprentices who were Looked After Children (LAC).

The Apprenticeship Team were making good progress with the implementation of actions set out within the Apprenticeship Strategy. Further work was currently being undertaken to ensure that the Council widened participation by targeting under-represented groups such as young people with a disability, NEETs, young refugees, Black, Asian and Minority Ethnic (BAME) young people and looked after young people. In addition further work was required to ensure that effective workforce planning takes place across all service areas so that the City Council were able to provide permanent employment for our Apprentices as part of the Council's 'Grow Our Own' and succession planning model.

The Board questioned the officer on aspects of the briefing note including how maintained schools could best ensure they get value for money in terms of the apprenticeship levy. In response, it was reported that officers had attended Primary Schools Head's meetings with a view to looking how best to utilise the levy across schools.

Arising from discussion, members also asked for data on the residential wards of apprentices. It was agreed that this be circulated when the data had been gathered.

**RESOLVED to note the document and endorse the work undertaken to date.**

28. **Work Programme**

In noting the work programme, it was agreed that the following items be removed as they would now be considered by the Scrutiny Co-ordination Committee:

- (a) Business Rates
- (b) Outside body reports.

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

There were no other items of business.

(Meeting closed at 11.30 am)



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**To: Scrutiny Board 1**

**Date: 21 March, 2018**

**Subject: ICT and Digital Service**

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

1.1 To provide Scrutiny Board 1 an overview of the ICT and Digital service.

### **2 Recommendations**

2.1 Scrutiny Board 1 is asked to note:

2.1.1 The role ICT and Digital play in supporting the Council's priorities

2.1.2 The ICT and Digital team structure and the apprenticeships available each year through the Entry to Employment Team.

2.1.3 The uptime of systems, the security of the network and the ability of ICT and Digital to restore services in the event of an incident.

2.1.4 The issues facing the service now and in the future.

2.1.5 The Board identify any further recommendations for the relevant Cabinet Member.

### **3 Information/Background**

3.1 The application of ICT across an organisation can have positive effects on the operations of any service and acts an enabler for business transformation. ICT aids decision making by having key information in the hands of managers and decision makers so they can make informed decisions.

3.2 ICT and Digital publish two strategies that support the Council's priorities, the Corporate ICT Strategy and the Digital Coventry Strategy.

3.2.1 ICT and Digital supports the sustainable growth of Coventry's economy by ensuring residents and businesses have access to superfast broadband speeds as a minimum. The recent investment of £2.55 million to the CSW Superfast Broadband project will see 99% of homes in Coventry having access to superfast broadband speeds by summer 2019.

3.2.2 It improves the quality of life for Coventry people through the use of technology to monitor traffic and air quality across the city. The investment of free public Wi-Fi across the city centre will see the implementation of a low power network that will enable the installation of further sensors that could monitor anything from weather, traffic, and air quality and population footfall.

3.2.3 ICT and Digital will support the delivery of our priorities with fewer resources. The on-going development of the corporate data warehouse will ensure that the Council's information assets is available for analysis and reporting, ensuring that key information is in the hands of decision makers.

3.3 The ICT and Digital Service comprises of 100 permanent full time equivalents (FTE). The functional teams, reporting in to the Head of Service, are:

3.3.1 Service Delivery Managers – who ensure that our “business as usual” services and systems are operational on a day to day basis

Infrastructure Operations – who look after our servers, databases and storage

Network Services – who look after our computer network, Wi-Fi and telephony system  
ICT Security – who look after the day to day security of our computer network and email system

User Support – who provide first line support to our users via our Service Desk

Systems and Web Development – who provide software developments primarily against our Office 365 and Firmstep (Customer Portal) environments

Systems Integration and Data – who provide our Corporate Data Warehouse (for management information from systems) and systems integration platform (how our systems talk to each other)

ICT Strategy Delivery – who provide “consultancy” type services engaging with the service areas of the organisation to help them get the best from technology and use technology best to provide process improvements. This also includes a Project Management function

Systems Management – who provide day to day support for the use of our line of business systems

Technical Architect and Cloud Services and Identity Architect – who provides technical design of solutions to best fit customer needs

- 3.4 There are two contractors working in ICT and Digital. One providing implementation support as part of our unified communications rollout (Mitel) and the other providing UNIX (specialist server operating system) support.
- 3.5 We offer apprenticeships in teams across ICT and Digital with up to 3 in place each year, rotating around teams. These apprentices are recruited through the Council's Entry to Employment team. Work Experience placements are also planned through this team.
- 3.6 The majority of core line of business (LOB) systems have a planned uptime in excess of 99%. Where there is a planned change on a system, such as an upgrade, then the system is taken offline normally over a weekend or before hours during the working week.
  - 3.6.1 The uptime of core systems for the last 3 months are:
    - Agresso (Finance) – 100%
    - Care Director (Adult Social Care) – 99.9%
    - Protocol (Childrens Social Care) – 100%
    - Academy (Revenues and Benefits) – 100%
- 3.7 Application support is handed in its entirety by ICT & Digital. However there are services that provide System Administration support locally within service areas. Adult and Childrens Social Care have a Business Systems Team. Revenues and Benefits have a Support and Control Team (SACO) that provide system administration support for Academy. Finance have a Money Matters team that provide a similar function for Agresso.
- 3.8 The corporate network infrastructure, including school end points and distribution sites is monitored by the Network Services team using Solar Winds. Infrastructure Operations monitor our Windows Server estate using Microsoft Service Centre Operations Manager. The Unix Server estate is monitored by a third party, Esteem. Our Databases (SQL and Oracle) are monitored by Well Data, a third party organisation. Our Internet Service Provider (ISP) is through Janet.
- 3.9 All backups and restores are completed overnight and are held off-site in a disk library. Where databases need backing up or restoring as part of a core LOB upgrade then these are co-ordinated with the third party support service. ICT & Digital have completed test backups and restores. This are tested every 6 months to ensure we are able to bring core LOB systems back in to service.
- 3.10 All our critical storage access network (SAN) data is replicated once a day to the disaster recovery SAN which is located at Jackson Road. We have a full test/development infrastructure at Jackson Road that will be used in the event of activating our business










continuity plan. This will restore critical services only. The business continuity has not been tested in its entirety.

- 3.11 We engage a qualified 3rd party every year to perform an IT Health check as part of our PSN (Public Sector Network) compliance. This is a week-long penetration test by skilled individuals on several areas of ICT infrastructure including wireless, remote access, internal and external services. The output is a detailed report of findings and recommendations. The report, along with our remediation plan, is submitted to the Cabinet Office as part of our PSN submission.
- The PSN is the government's high-performance network and penetration testing is the practice of testing a computer system, network or Web application to find vulnerabilities that an attacker could exploit.
- With PSN compliance ICT & Digital can demonstrate that our security arrangements, policies and controls are sufficiently rigorous for us to interact with the PSN and those connected to it.
- We also perform ad-hoc 3rd party security testing when we publish new services to the internet that contain sensitive data. A formal report is produced that we assess before going live.
- Regular (weekly or monthly) vulnerability scans are undertaken using a tool called Nessus. We scan internal and external server networks as well as networks used by standard users. This helps us with visibility of internal vulnerabilities and our strategies for patching.
- 3.12 The majority of our core LOB systems are supported. However with over 600 applications in use there are a small number that we do not have 3<sup>rd</sup> party support for due to the supplier being no longer in business. For example Scotland Yard which provides a lone worker off-site check in service. In these instances we are looking for alternate solutions based on user requirements.
- 3.13 ICT and Digital have a small systems and web development team that focus primarily on form development for the corporate CRM system, Firmstep, and SharePoint end solutions.
- 3.14 The over-arching application strategy is to procure off the shelf products that are cloud based or externally hosted in the first instance. There is one exception to this in relation to the development of a Salesforce based solution for Planning and Building Control. We are working alongside the supplier Arcus and other Planning authorities to develop the base product so that it is fit for purpose to an agreed standard. The development of this Salesforce based solution is a critical part of our Systems Consolidation strategy.
- 3.15 The Digital Coventry strategy is the focus point of our digital aspirations for Coventry City Council and the city. The Strategy Delivery team support procurement of systems and services and promote the use of digital as part of this process.
- 3.16 Server operating systems are upgraded to the latest versions in line with documented end of life support notifications.
- We are currently planning the move to Windows 10 which will be delivered by January 2020 – the advertised end of support date for Windows 7. Our estate at this point will be a mix of Windows 8.1 and 10 as currently not all vendors offer LOB support for Windows 10.
- 3.17 The upcoming themes for review as part of our strategy update will include Technology Consolidation, Artificial Intelligence/Automation, Big Data/Machine Learning and Cyber security.
- 3.18 The current ICT & Digital Service Plan is included as Appendix 1 for full detail of our current service priorities and plans.
- 3.19 The current challenges that the service face are:
- 3.19.1 Staff retention – This has been an ongoing challenge. The ICT jobs market is very buoyant and traditionally local government offers towards the lower end of market rate for

- ICT jobs. We tackle this through the exciting and varied technology we use and development opportunities to get involved in a lot of transformational work for staff.
- 3.19.2 Cyber security – The threat landscape is ever changing and developing. It is a challenge to keep defences up to date. We have a bid for further funding in the pre-budget report to support specifically in this area.
- 3.19.3 Doing more with less – Like the rest of the organisation, the financial context is challenging and we continue to strive to deliver more and more from our ICT & Digital estate with tightening budgets and cost increases from suppliers. We tackle this through continual reviews of our processes to make sure we are as efficient as possible. We also continually review our contracts to ensure we are getting best value from our suppliers.
- 3.19.4 Speed of technology change – Technology changes and develops incredibly quickly. It can be challenging to understand and review the sheer amount of new technologies the market has to offer and assess what benefit they might bring to the organisation and citizens of Coventry. We tackle this via our the Architect roles within our teams who are technical specialists who keep a close eye on the technology market and provide an in-depth assessment of the suitability of new technologies.
- 3.19.5 User adoption – Linked to the above we have 5500 users all with varying degrees of technical skill and capability. As technology moves on it is important that we keep up with the appropriate latest trends. It can however be difficult to roll out new technology or changes to such a large and diverse workforce. We tackle this by working closely with our HR and Organisational development teams supporting programmes such as our Digital Change Agents.
- 3.19.6 Structure, Strategy and Target Operating Model – since the service came together as a single service in April 2017 there has been a need to perform a restructure. This was put on hold due to the amount of work going into the successful delivery of the technical components of Friargate, Broadgate House and the Council House. This is alongside a need to review the ICT Strategy and Target Operating Model (how we do what we need to do). The structure, strategy and target operating model are a priority for the first half of financial year 2018/19.
- 3.20 Next steps for the short to medium future include the review of the target operating model mentioned above in 3.20.6, and a refresh of the Corporate ICT Strategy. The current strategy was focussed on the enabling technologies to enable the organisation to move to One Friargate. The upcoming themes that will be included are Technology Consolidation, Artificial Intelligence/Automation, Big Data/Machine Learning and Cyber security.
- 3.21 The strategy will also look to support the delivery of the City of Culture programme.

**Gary Griffiths**  
**Lead ICT Strategy Delivery Manager**  
**02476 786751**

Title	Why	What	Ref	Divisional Plan Ref(s)
<p><b>Technology Consolidation</b></p> 	<p>As an organisation we use a large number of different types of technology; be that systems, servers, desktops/laptops, networking technologies or mobile devices. Our technologies range from the very old to the very new and are based on varying architectures and platforms. It is very costly for the organisation to support this amount of varied technology and also stops us from being as efficient as we can as an ICT service. We need to review these technologies with an aim to consolidate down where we can, pushing for the maximum amount of benefit from the technologies that remain. The remaining technologies will also need to have plans to ensure they are resilient and kept up to date to meet the growing demands of the organisation.</p>	<p>Review our technology estate and proactively look to consolidate where possible with a target of increasing efficiency for the end user and reducing the corporate spend on technology support. For the technologies that remain ensure that each have resilience plans and roadmaps for upgrade which are proactively monitored and maintained. Engage with users in their use of the technologies via the establishment of user groups (where practical depending on the size and use of the technology). We should also proactively look for opportunities of consolidation across the West Midlands Combined Authority region.</p>	ICTSP1	Ready for a modern digital world, Building better services
<p><b>Digital Innovation</b></p>  <p>Digital Coventry</p>	<p>The ICT and Digital industries move at an incredible pace. It is essential for any modern organisation to make sure that they are keeping up with the pace of those changes and making the right technology decisions and choices. We need to start pushing the boundaries on some of the traditional ways in which we view technology and data and how we deploy, develop and support these. Supporting the Digital Coventry strategy, we need to be able to encourage the development of Coventry as a modern and forward thinking place to live, work and do business based on a strong digital offering. This will include working closely with other organisations within the city and third parties to support initiatives such as (but not limited to), public Wi-Fi, driverless cars etc.</p>	<p>Continually review the ICT &amp; Digital marketplace and industry keeping up to date with all of the latest developments with a view on how they might bring efficient technology opportunities to the organisation. Seek to push the boundaries and challenge the norms in how we implement, consume and deliver ICT and Digital services. This should support the work taking place within the directorates, in line with the Digital Coventry Strategy, to enhance the digital offering of Coventry as a place to come and live, work and do business.</p>	ICTSP2	Ready for a modern digital world, Building better services, Always improving outcomes
<p><b>Data to allow us to always improve outcomes</b></p> 	<p>As an organisation we collect a lot of data in a lot of disparate systems. The data sets often remain in isolation within those system. We need to tap into the power of this data and what it is telling us as an organisation. We need to start to explore the building corporate data sets that are created from a combination of federated, merged and combined data sources from the relevant underlying systems. We also need to ensure that the systems we have can talk to each other and share data between them from both a reporting and operational point of view.</p>	<p>Provide tools, technology, platforms and skills to develop and support a resilient and robust data architecture and environment for the organisation. This should support corporate data reporting and integration requirements, demands and needs in line with the Information Management Strategy. From an ICT Service point of view we need to be collecting and analysing the relevant data to influence service improvement plans for all of our service offerings. We will also create a set of refreshed Key Performance Indicators and Performance Dashboards for the service which will be proactively monitored and reported on.</p>	ICTSP3	Ready for a modern digital world, Building better services, Always improving outcomes
<p><b>Ready for a modern digital world</b></p> 	<p>A modern workforce is supported and enabled by the use of modern technology and systems. We need to be able to support the ethos of new ways of working including; working at different locations, clear desk, being innovative and trying new things, collaboration across the council and with partners and paperlite. Technology isn't the complete solution to delivering these but it certainly provides the enabling building blocks. Though exploiting the functionality of our technologies we can develop tools and functionality to help underpin the new ways of working.</p>	<p>Provide tools, technology, platforms and skills to develop and support a resilient and robust systems architecture and "digital workplaces" (including mobile working) for the organisation. This should support the corporate direction for new ways of working and enabling an agile workforce. As an ICT service we shall also adopt a "Getting Fit for the Future" ethos, ensuring we are prepared for the new ways of working and leading by example to the rest of the organisation. This will include supporting a move to the new office facility during 2017.</p>	ICTSP4	Building better services, Always improving outcomes
<p><b>Happier customers</b></p> 	<p>ICT is an essential enabler for the organisation. We have a direct customer base of roughly 5,500 users (or approx. 10,000 if we include schools). Our customers then go on to support 350,000 residents and thousands of business. It is essential that we put the customers at the heart of how we design, build, deliver and improve services. For ICT this means not only focussing on our internal customers but also providing world class digital services to the customers of the wider organisation.</p>	<p>Provide a customer focussed, high performing ICT support service to the organisation by redesigning all services and processes to be based around customer / user need. Regularly collect customer feedback and build improvement plans based on the customer insight. Proactively work with services to build ICT and Digital services to enhance productivity and customer satisfaction. Work with services to create future business, ICT and digital strategies showing how they can develop their business. Each member of ICT should spend at least one day shadowing a customer in a service other than ICT to gain a real insight as to how ICT can help enhance productivity within services.</p>	ICTSP5	Building better services, Always improving outcomes, Happier customers
<p><b>Security by design and getting the basics right</b></p> 	<p>The demand on ICT to provide up to date technologies and provide the latest and greatest solutions is ever increasing. As the consumerisation of digital technology becomes more common place, people expect to be able to have the same, if not better experience with technology at work as they do at home. This presents a challenge when looking at the complexity and size of the technology environment we have within the organisation against the backdrop of ever increasing cyber threats such as cyber-attacks, viruses, ransomware etc. For us to be as agile and secure as the organisation needs us to be, it is really important that we adopt a security by design principle for all of our service offerings. It is also really important that we have robust processes in place to make sure we are as efficient as possible and that all of our offerings are fully tested before being released to customers.</p>	<p>Develop a suite of redesigned ICT Service Management processes which are customer focussed and take advantage of the efficiencies that the latest technologies bring. Ensure that there are robust asset management practices in place within ICT so we know exactly what kit is being used where and by who. Review all standard offerings across all teams and make sure that they are robust, fully tested and secure. Review our cyber resilience technologies and processes ensuring that they are robust and agile enough to meet the ever changing demands of the modern cyber security world. Ensure that the ICT service is GDPR ready for May 2018 and our technology platforms are compliant with the legislation. Ensure that the ICT service is run in the most cost effective way through the proactive management of budgets and contract, looking at innovative models of service delivery.</p>	ICTSP6	Ready for a modern digital world, Always improving outcomes
<p><b>Services that work when we need them</b></p> 	<p>ICT and Digital technologies are a fundamental part of most, if not all of our services as an organisation. It is therefore essential that the technology not only works, but performs well, when it is needed. As the organisation changes, the nature of when ICT services are needed also changes. It is important that we adapt our service provision to meet the new availability and performance needs of the organisation. It is also important that we plan for the worst and ensure we have robust resilience plans in place to ensure that we can bring our technology back on-line in the event of an emergency situation, supporting the business continuity plans of the wider organisation.</p>	<p>Review the structure and scope of the ICT service in line with wider organisational changes and demands. Review, refresh and publish our ICT Strategy and Technology standards documents. Review, refresh and publish all ICT policy documents – working closely with Information Governance colleagues where required. Develop and test resilience plans for all technology components provided by ICT to meet the needs of the business continuity plans of the wider organisation working closely with Resilience Team colleagues.</p>	ICTSP7	Ready for a modern digital world, Building better services, Happier customers

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Please see page 2 onwards for background to items

<b>12<sup>th</sup> July 2017</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>- Medium Term Financial Strategy</li></ul>
<b>Monday 5<sup>th</sup> March</b>
<ul style="list-style-type: none"><li>- Workforce Strategy: Transforming</li><li>- Impact of changes to Local Council Tax Support Scheme</li></ul>
<b>21<sup>st</sup> March 2018</b>
<ul style="list-style-type: none"><li>- ICT Strategy</li></ul>
<b>18<sup>th</sup> April 2018</b>
<ul style="list-style-type: none"><li>- Social Value Act and Procurement Strategy (TBC)</li><li>- Business Rates</li></ul>
<b>2018/19</b>
Budget – meeting savings targets Council Reserves Workforce Resource Workforce Strategy Work Strands – Staff Terms and Conditions Leadership Development Investment

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>12<sup>th</sup> July 2017</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. Included information on WMCA programmes.	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
	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Paul Jennings
<b>Monday 5<sup>th</sup> March</b>	- Workforce Strategy: Transforming	To look at workforce strategy work strands at an appropriate time as identified at the meeting on 25th January 2017. This item will look at; Apprenticeship programme and the Levy Improving our leadership & management practices	Barbara Barrett/ Grace Haynes
	- 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>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>21<sup>st</sup> March 2018</b>	- ICT Strategy	To scrutinise plans for a revised ICT Strategy.	Paul Ward
<b>18<sup>th</sup> April 2018</b>	- Social Value Act and Procurement Strategy (TBC)	To examine the extent to which the Social Value Act and Procurement Strategy is delivering added value when we are letting contract and to ensure we are getting value for money from the Procurement Strategy and its impact on society.	Mick Burn
	- Business Rates	To discuss the changes to Business Rates.	Paul Jennings
<b>2018/19</b>	Budget – meeting savings targets	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	Council Reserves	To receive an update on the position of Council Reserves.	Paul Jennings
	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
	Workforce Strategy Work Strands – Staff Terms and Conditions	To scrutinise proposed changes to staff terms and conditions at an appropriate time.	Barbara Barrett
	Leadership Development Investment	To follow up from the meeting in March 2018, the Board have requested that they receive an evaluation report of the training and an impact assessment.	Grace Haynes

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