



Finance and Corporate Services Scrutiny Board (1)

Time and Date

2.00 pm on Wednesday, 12th December, 2018

Place

Committee Room 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Income Generation** (Pages 3 - 10)
Briefing note
4. **Customer Services Update** (Pages 11 - 16)
Briefing Note
5. **Work Programme and Outstanding Issues** (Pages 17 - 20)
Report of the Scrutiny Co-ordinator
6. **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

Martin Yardley, Deputy Chief Executive, Place, Council House Coventry

Tuesday, 4 December 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, R Brown, L Harvard, J Mutton (By Invitation), J O'Boyle (By Invitation), K Sandhu, T Sawdon, R Singh (Chair), K Taylor and R Thay

Please note: a hearing loop is available in the committee rooms

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language please contact us.**

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Briefing Note

To: Finance and Corporate Services Scrutiny Board 1

Date: 12th December 2018

Subject: Income Generation

1 Purpose of the Note

- 1.1 It has become widely recognised within the local government sector that income generation has become an increasingly important part of the financial make-up of councils. Some relaxation of what councils are allowed to do over the past 15 years has provided greater opportunity in this area and the reducing level of Government funding more recently has provided an imperative for such activity.

The Council has been keen to support its own financial position through greater commercial approaches and members have affirmed this approach through the Medium Term Financial Strategy. In 2018/19 it has budgeted to receive £84m through fees, charges, fines, sales, rents, interest and dividends. Although much of this is the result of broadly historic income sources, an increasing amount of income is resulting from relatively new activities. The note provides members information on existing income budgets and commentary on some of the areas of development in relation to income and commercial activity.

2 Recommendations

Scrutiny Board 1 is recommended to:

- 1) Consider the content of the note and identify any specific information requests or recommendations arising for the consideration of the Cabinet Member for Strategic Finance and Resources and the Director of Finance and Corporate Services.

3 Information/Background

- 3.1 Scrutiny Board 1 has included income generation on its work programme for 2018/19. This has become an area of increasing interest for members and there has been strong direction for officers to find ways of increasing the level of income generated and identify new opportunities to undertake more commercial activity across Council services. At the same time there has been significant commentary and discussion across the sector about the extent of commercial activity and where the boundaries of acceptable risk lie.
- 3.2 The table in Appendix 1 shows the current 2018/19 income budgeted for by the Council broken down into broad areas of activity. The rest of the note provides an introduction to some of the key areas of growth or development of the Council's activity driven by the intention to generate income or act in a more commercial manner to improve the Council's financial position

4 Current 2018/19 Income

- 4.1 The income analysis in Appendix 1 includes a wide range of sources including:
- Property rents derived from the Council's Commercial Property portfolio

- Dividends from the Council's shareholdings (principally those in the Coventry and Warwickshire Waste Disposal Company and Birmingham International Airport)
- Fees and charges for Council services including those provided to public sector bodies including schools, private businesses and individuals
- Fines and regulatory fees

4.2 The figures quoted are the total (gross) level of income. Virtually all of the income sources will involve the incurring of expenditure such that the net level of income (surplus) will be significantly lower than the figures quoted. Many of these income sources will have been a feature of the Council's activity for many years. The next section describes some of the newer areas of activity that the Council has undertaken or where the level of activity has increased recently.

5 Current and Recent Income Generation Developments

The following section details a range of areas that have witnessed an increase in income earning potential across the Council.

5.1 Income Earning Property Assets

The Council has maintained a commercial property portfolio that provides a rental income stream for many years. This income stream is currently around £14m which, after costs, helps to support the Council's overall revenue budget. The Council has sought to ensure that this commercial property portfolio is fit for purpose – disposing of assets that provide a lower return and acquiring assets that come on to the market and provide some combination of greater diversification of the portfolio and a positive net return on investment. Additional income targets have been incorporated into the Council's overall budget in recent years and new proposals amounting to £0.8m have been included in the 2019/20 Pre-Budget Report driven by the identification of new income earning assets and reviewing existing ground leases. Although the Council can choose to borrow to make such investments, CIPFA and the Government have issued several new codes in 2017 and 2018 which seek to govern (and potentially restrict) local government's flexibility in this area of activity. The Council is continuing to explore opportunities to invest in the portfolio but will in future need to balance this as a use for the Council's capital receipts against other policy priorities such as investing in the local public realm or the City of Culture.

5.2 Coombe Abbey Park Limited

The Council has maintained a financial interest in the Coombe Hotel for a number of years, receiving a rental income from its leasehold ownership of £0.7m. This is in addition to the Council's running and ownership of the Coombe Country Park. In December 2017 the Council purchased a 100% shareholding in the Hotel which will enable the Council to receive 100% of future dividends generated by the Hotel. The latest proposals in the 2019/20 Pre-Budget Report include an assumed level of dividends rising to £1m over the medium term. This is in addition to £0.3m of loan interest expected from 2 separate tranches of loans to the hotel company approved previously by the Council. The Council's involvement in Coombe has been the subject of a recent presentation to the Audit and Procurement Committee.

5.3 The Coventry and Warwickshire Waste Disposal Company

The Council owns two thirds of the shares of Coventry and Solihull Waste Disposal Company, the other one third being owned by Solihull Metropolitan Borough Council (Warwickshire and Leicestershire councils both own a single share). The relationship guarantees Coventry's access to waste disposal facilities and provides an ability to influence the price that it pays for the disposal of waste generated by residents and businesses in the city. There is a level of future dividends built into the Council's plans amounting to £5.5m and this is subject to review each year by the company's board and shareholders' panel, both of which have City Council representation. Through this representation the Council is able to ensure that the activities of the Company are monitored closely and that the financial benefits

attributable to the Council can be maximised, cognisant of the need to ensure an appropriate level of capital investment in the Company.

5.4 Loans

The Council has the legal power to make loans to external organisations and this capacity has been exercised on a relatively small number of occasions over the years. This will generally be done in support of an existing service aim or to support key partners in achievement of their aims where they may not be in the financial position to complete a project without external support. The Council has a number of loan arrangements in place including to the Belgrade Theatre, Coombe Abbey Park Limited and the Historic Coventry Trust.

The Council is always clear that it must not contravene State Aid provisions with regard to distorting competition in the market so such loans are structured in order to minimise the risk of challenge. In addition, the Council will make judgements both about including a risk premium in the level of interest charged on such loans and providing for a commercial return. It is likely that any such return will be relatively modest on the basis that the primary purpose of loans is to enhance services and facilities in the city rather than providing a commercial income stream for the city. Nevertheless any surplus is a contribution that can help support the Council's bottom line.

5.5 Early Payments of Pension Contributions

The Council is now mid-way through a three year period in which it has paid, up-front, three years-worth of employer pension contributions to the West Midlands Pension Fund. Although in budgeting terms the Council is able to spread these payments across each year, the cash (amounting to over £90m) was paid to the Fund at the start of this period. This arrangement is advantageous to the Fund as it moves towards a position where it will pay out more each year in pensions than it receives in pension contributions and investment returns (a position referred to as being cash-flow negative). However, given that the Pension fund is able to invest in investment types and for durations not necessarily open to the Council, it will generally be able to secure far greater investment returns than the Council can. As a result the Pension Fund has in effect been able to provide the Council with a discount on its payments – a benefit that the Council has been able to build into its Budget.

5.6 Treasury Investments

As part of its treasury management activity the Council invests treasury cash balances in a variety of ways including: deposits with banks, building societies and other local authorities; bonds; money market funds; and collective investment funds. The Council's Investment Strategy clearly states that these investments are placed seeking to ensure security, liquidity and returns in that order of priority such that investment return is not the primary reason for placing investments. For the large part of the next 12 months the Council is projected to have investment balances of between £80m and £100m.

Notwithstanding the expectation that security and liquidity will be ranked above investment return, the Council nevertheless seeks to achieve the best returns it can within these parameters and ensure that it has a broad basket of investment types. As a result, the Council has maintained a significant (£12m) investment in the CCLA (Churches, Charities and Local Authorities) Property Fund which has achieved returns averaging c4.8% since inception and further asset gain in excess of 1%. It has also placed new investments in a series of collective investment funds relatively recently, for which returns are anticipated to surpass those achieved by many of the Council's other pre-existing investments. The total value of these investments stood at £27m in mid-October and although the first reported returns are very good, it is too early to give a reasonable and robust view of their performance. Officers will continue to seek to ensure that the Council's investments are placed in a way that maximises returns within the parameters of the Investment Strategy.

5.7 Ricoh Concerts

Early in 2017, the Council sought to sponsor a series of pop concerts at the Ricoh Arena with the intention of generating an operating profit from the venture. The resulting ticket sales were disappointing and a decision was taken to cancel the events, although each of the artists were subsequently signed to perform at the Godiva Festival. This initiative is included here both as example of the Council seeking to become involved in new innovative types of venture and as a reminder that commercial activities do not provide a guarantee of financial return. It is important for members to be aware that almost any initiative put forward that provides a financial return or is on a commercial basis is likely to have a degree of risk attached to it and could result in a trading deficit, loss of investment value or some other form of loss. Any risk will be set out at the time that decisions are made including the financial limits of such risk, insofar as these can be quantified.

5.8 Expanding Trading Base

In a small number of service areas the Council has expanded its operations on a trading basis providing services to other councils, public organisations, schools and individuals. This approach can help to ensure the sustainability of some traded services by spreading their overheads over a larger cost base. It also enables the Council to generate some modest additional income to help support the bottom line. Examples include

- The Council's Employment Services section has attracted and provided a payroll service for organisations including North Warwickshire Council, the Institute of Safety and Occupational Health, Legal Services Ombudsman and various Warwickshire Academy schools. In this instance the income generated has helped to part-replace income lost from Coventry's academy schools for payroll and other HR services.
- A more recent initiative has seen the Council agree a collaborative arrangement with Nuneaton & Bedworth Council to deliver their domestic recycling service. A net income stream of £250k has been built into the 2019/20 Pre-Budget Report to reflect this.

This type of model is clearly an attractive one, offering as it does the potential for additional income with little or no negative impact on services. However, there are limits to the extent that the model can be rolled out and it should not be seen as a solution to the Council's wider financial problems. The ability to sell services to other organisations will be reliant on the Council providing a service that is of a sufficient quality and at a price that customers are willing to pay, one which is relatively easy to deliver across organisational or geographical boundaries, does not expose the Council to significant additional reputational risk and does not divert managerial time extensively from the Council's core business.

5.9 Covering Costs Through Income

Local authorities have long-held the legal authority to charge for services which they have a power but not a duty to provide, with the level of income earned being restricted to the amount it costs to provide the services. In addition, the Localism Act 2011 contains the 'general power of competence' essentially allowing local authorities to do anything that is not expressly prohibited, offering scope for the Council to identify innovative ways in which it can generate income including, for instance, the use of charging to support local policies and priorities and be responsive to local circumstances.

It is reasonable for the Council to include the full cost of all aspects of service provision which, for instance, might mean that it could take the opportunity to invest in the infrastructure for services and recover the costs through charging. This means that services generate income which is used to support policy and service objectives that are wider than those defined solely by the charging service.

It is important that services review their pricing structures on a regular basis to ensure that where these are undertaken on a trading basis they fully recover their costs through the level of prices charged.

A number of the services set out in appendix 1 reflect the Council's use of these powers.

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Appendix 1 - 2018/19 Income Budgets

	2018-19 Budget
Fees - Adult Social Care	(15.7)
Rents	(14.9)
Income from Schools	(7.8)
Waste - Fees & Sales	(5.9)
Interest and Dividends	(5.8)
Transportation & Highways Fees	(5.2)
Car Park Charges	(4.5)
Bereavement Services Fees	(4.0)
Education Fees	(2.7)
Parking Enforcement and Other traffic Enforcement Income	(2.7)
Planning & Regulatory Services Fees	(1.4)
Caludon PFI	(1.3)
Corporate Services Fees & Charges	(1.1)
Facilities & Property Services Fees & Charges	(1.0)
Revenues and Benefits	(0.9)
Customer Services & Transformation Service Level Agreements (incl HR and ICT)	(0.8)
Register Office Fees	(0.7)
Streetpride & Parks Fees	(0.6)
Children & Young People Income	(0.6)
Fleet Services Fees	(0.5)
St Mary's Income	(0.4)
Project Management Fees	(0.4)
Taxi Licensing Fees	(0.4)
Outdoor Education Centre income (non schools)	(0.4)
Godiva Festival Income	(0.4)
Land Searches Fees	(0.4)
Pest Control & Animal Welfare Fees	(0.3)
Libraries, Advice, Health & Information Services Fees	(0.3)
Employee Salary Deductions	(0.3)
Building Sustainable Communities Fees	(0.2)
Environmental Services Fees	(0.2)
Procurement Rebates	(0.2)
Fees - Commercial Property Fees	(0.1)
Major Projects Development & Transformation Fees	(0.1)
	(82.3)

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Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board (1)

Date: 12th December 2018

Subject: Customer Services Update

1 Purpose of the Note

1.1 To detail the actions being taken to improve Customer Service.

2 Recommendations

2.1 Scrutiny Board 1 are recommended to:

- a) Note the content of the briefing note and support the actions being taken to improve performance of Customer Service.
- b) Make recommendations to the Cabinet Member for Strategic Finance and Resources for any additional improvement opportunities.

3 Information/Background

3.1 The programme of activity and the performance of the Customer Service department was last considered at Finance and Corporate Services Scrutiny Board in July 2018 therefore this note details the progress made between July and October 2018.

3.2 Customer Service handles enquiries from residents across a number of service areas. The volume and nature and number of enquiries are driven largely by the processes within each service area.

4 Performance

4.1 Performance across Customer Services

Month	2017 Calls Answered	2017 Capture Rate	2017 Average Wait to Answer	2018 Calls Answered	2018 Capture Rate	2018 Average Wait to Answer
January	22979	66%	6:46	23272	61%	9:50
February	20757	69%	5:34	20922	74%	5:38
March	24657	67%	5:33	23169	70%	7:07
April	19095	66%	6:12	22416	66%	9:24
May	20405	62%	7:22	23300	69%	7:58
June	24403	74%	4:56	22927	75%	6:25
July	23120	76%	4:25	24699	77%	5:51
August	23188	72%	5:23	23520	80%	5:16
September	24745	69%	6:46	23485	76%	5:56
October	25145	77%	5:01	26901	85%	3:37
November	23274	75%	6:06			
December	16412	79%	4:39			

- 4.2 An additional 6117 calls have been answered than for the same period last year.
- 4.3 The average wait to answer and the capture rate are significantly improved in the latter part of the year against the first half of the year. There remains however more to do to reach the desired targets of 95% answered and 80% answered in 60 seconds.
- 4.4 Productivity at an advisor level continues to be monitored across the service and regular coaching sessions and 121 meetings take place to maintain a focus on performance in both quantitative and qualitative terms.
- 4.5 The management team monitor performance on a daily basis and take appropriate action to for example; amend breaks, change agent activity between telephone and email/administrative work, determine leave allocation, prioritise training activity etc.

5 Benchmarking

The last Scrutiny Board discussion highlighted a desire to undertake benchmarking to understand how performance is measured in other local authorities. Since then we have joined with a number of colleagues from across the country as part of the 'Local Authority Contact Centre Forum'. The forum offers the opportunity to share information virtually and meets every six months, Coventry hosted the last meeting. Not all local authorities replied when asked how they measured performance however the following is a summary of the respondents metrics;

- a) Some authorities have no stated performance targets
- b) Some authorities do not target the percentage of calls answered however of those who do the targets are variable from 70% to 95%. We are one of only two local authorities who are targeting 95% of contacts to be answered
- c) Very few authorities target time to answer (wait time), of those who do it varies between answered within 120 seconds and 60 seconds. We are one of three local authorities who are targeting 60 seconds.
- d) We have no visibility of actual performance from other local authorities at this stage however a discussion on this subject took place at the last forum meeting. Feedback suggests that all authorities are facing challenges surrounding performance with resource levels reduced to support the realisation of savings. Areas that are proving particularly challenging are the services that have longer call durations where there are extensive wait times.

6 Staff turnover

- 6.1 The last Scrutiny Board discussion highlighted a requirement to consider staff turnover rates within the service. The national context;
 - a) Average UK contact centre turnover rates stand at 26% against an average turnover rate of 15% in other industries
 - b) The most cited reasons for turnover within contact centres are;
 - i) Stress due to high demand and a tight focus on performance
 - ii) The roles are not generally seen as long term career options with many individuals intending to move into different positions as they arise
 - c) Turnover has an indirect cost in terms of ongoing recruitment and training effort and impacts performance. Whilst high turnover rates are acknowledged the industries response is to;

- i) Operate a tiered grading structure based on skill level
- ii) Introduce tailored reward packages/incentive schemes
- iii) Create career pathways that open up opportunities to progress within an organisation
- iv) Create a fast moving and engaging culture promoting collaboration and belonging to encourage advisors to commit to the organisation

6.2 Coventry's contact centre turnover

	Total 'leavers'	Total attrition rate	External leavers 'other'	% of total leavers	External Leavers	% of total leavers	Internal Transfers	% of total leavers
2017	11	10.68%	2	18%	7	64%	2	18%
2018	21	21.12%	1	67%	14	5%	6	29%

6.3 Turnover in the contact centre has been assessed for the last two years and leavers have been categorised in three different ways; 'External Leavers 'other' – this is where individuals have left due to performance issues which usually occur in the probationary period, 'External Leavers' – where alternative employment has been found outside of the organisation and 'Internal Transfers' where individuals have moved to another role inside the organisation.

6.4 The level of turnover in the contact centre has increased to 21.12% overall. Much of the turnover correlates with the national picture

- a) Our emphasis on performance has increased this year with the introduction of coaches, considering the quality of service offered and the monitoring/management of performance at an individual level. This change in focus has seen some of our longer standing team members move on in their careers and exit the organisation
- b) The change in performance focus has also enabled us more overtly identify and acknowledge our performers. Thus, an increase in staff engagement and a continued focus on recruiting competent individuals has seen a number of people successfully enter more senior roles

6.5 Our response to turnover within the contact centre environment has been;

- a) We have two advisor grades within the contact centre environment to acknowledge the different levels of knowledge and technical competence needed in each environment. We now actively encourage our performers in the lower grades to apply for the more senior advisor positions (though we do not compromise in terms of recruitment standards/expectations) and indeed roles across the organisation. While this adds to the leaver rates we consider this to be positive turnover
- b) We publically acknowledge our high performers on our wall boards and in e-mails to the whole team. Placing equal if not greater emphasis on our top performers has had a real impact on the culture within the team
- c) For high performers, their coaching sessions have been used to help them to consider career preferences and to undertake practical preparation for interviews and assessments for other roles within the organisation
- d) There is a greater emphasis placed on staff engagement through a calendar of fun and charitable events to build a greater sense of team

- 6.6 There remains more to do to continue to build on the work undertaken so far and we are keen to launch two new initiatives next year;
- a) The team have designed a broader recognition scheme intended to celebrate individuals who demonstrate the organisational behaviours. Initial discussions with the Chief Exec challenged us to be bolder in our thinking, it is likely that this will go live mid 2019
 - b) Ongoing team engagement through an effective suggestion scheme and ownership for business change will be an area that we will look to explore during the second half of next year.

7 Customer feedback

- 7.1 We recognise the importance of using performance measures in conjunction with customer feedback to identify the things we are doing well, and to highlight the areas where we need to develop.
- 7.2 The collation of customer feedback (through services available on our CRM) both online and through our telephone services went live mid-June. This was undertaken on a pilot basis for customers using Registrars services. This approach has now been extended to include Benefits and Council Tax services, Pest Control, Rubbish & Recycling and Street Scene.
- 7.3 Surveys will be linked across all remaining CRM services by the end of January 2019, this will enable a much broader understanding of the customer experience across the organisation via the telephone and on-line channels.
- 7.4 A total of 2721 surveys have been sent out for both telephony and online service requests (June to November) with 452 responses, around 16.5%. The feedback has been largely positive:

Rating	Telephone	Online
Excellent	185	83
Good	39	64
Satisfactory	14	47
Unsatisfied	4	13
Poor	0	3

- 7.5 We have received no negative feedback about the contact centre staff in any of the surveys, this has instead been extremely positive and is something that we utilise in performance discussions with team members.
- 7.6 There is more to do to continue to develop our understanding of the Customer Experience across the organisation and we will continue to evolve our approach as we move forwards to consider;
- a) How we obtain feedback on our face to face channel so that we are able to consider service across all channels
 - b) Consideration needs to be given as to how the information is shared across the organisation in a positive way and encouraging of ongoing improvement
 - c) Reporting requires further exploration to understand not only the customer views but to also demonstrate what has happened as a consequence of their feedback

8 Digital focus

- 8.1 We recognise the need to drive the digital agenda to not only support organisational efficiencies but to also keep pace with the increasing demand for self-serve options. A board has been convened to prioritise work which is aligned to the One Coventry agenda. There are a number of initiatives being progressed;
- a) Alongside the migration to Skype for Business, alternative contact centre telephony is being considered to secure a stable platform for our customers and to support longer term efficiencies. Site visits are underway and initial discussions have been held with suppliers. The practical work necessary to make this change will commence in the new year.
 - b) An inbound E-post solution is part way through being rolled out which sees physical post being opened, sorted, scanned (and indexed in back office systems where appropriate) and presented in electronic format to services and individuals across the organisation. It is expected that the roll out of this will conclude at the end of this financial year
 - c) An outbound postal solution is now in place that will allow services and individuals to send their outbound mail directly the Post & Print team. In the new year we will prioritise working with teams who generate large amounts of post to roll this out which will drive efficiencies and speed up the mailing process.
 - d) We are in the process of devising a digital maturity model which will help to determine a prioritised plan of on-line development work. This will build on the existing web offer and continue to drive up the use of self-serve while at the same time identify the longer term opportunities to progress greater digital integration and automation

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Please see page 2 onwards for background to items

4th July 2018
<ul style="list-style-type: none">- Customer Service Improvement- Digital First
12th September 2018
<ul style="list-style-type: none">- Medium Term Financial Strategy
28th November 2018
<ul style="list-style-type: none">- Workforce Strategy Update- Workforce Analytics Dashboard (private)
12th December 2018
<ul style="list-style-type: none">- Customer Service Improvement- Income Generation
6th February 2019
<ul style="list-style-type: none">- Social Value Act- Procurement Strategy- Council Reserves
13th March 2019
<ul style="list-style-type: none">- Business Rates- ICT Update to include ICT Strategy
Briefing Notes - November
<ul style="list-style-type: none">- 2018/19 Capital Programme
2018/19
<ul style="list-style-type: none">- Budget – meeting savings targets- Coventry City Council Apprenticeships- City of Culture – Finances.- Digital maturity/capability (2019/2020)

Date	Title	Detail	Cabinet Member/ Lead Officer
4th July 2018	- Customer Service Improvement	To include the actions being taken to improve Customer Service, including work by other Service Areas. To include reference to the Household Survey results to raise the voice of the citizen.	David Ashmore
	- Digital First	To look at longer term plans to improve digital across the Council. Paper to include feedback from other Directorates on their role in moving towards digital first. Also include use of third party apps, such as fix my street, rather than reinventing the wheel. Include work being undertaken to address Digital Inequality.	David Ashmore
12th September 2018	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Paul Jennings
28th November 2018	- Workforce Strategy Update	To review the Workforce Strategy including the results of the 2018 staff satisfaction survey and an update on the impact of the Leadership Development Investment discussed in March 2018.	Grace Haynes
	- Workforce Analytics Dashboard (private)	To present Members with the Workforce Analytics Dashboard.	Grace Haynes
12th December 2018	- Customer Service Improvement	To follow on from the July item and scrutinise whether there has been an improvement in performance. To include reference to benchmarking, aborted call times and a breakdown by service area of performance.	David Ashmore
	- Income Generation	To look at opportunities to maximise income - identified at meeting 18/04/18	Barrie Hastie
6th February 2019	- Social Value Act	To examine the extent to which the Social Value Act is delivering added value and how we can maximise opportunities to increase social value.	Mick Burn
	- Procurement Strategy	To scrutinise the delivery of the Council's Procurement Strategy	Mick Burn
	- Council Reserves	To receive an update on the position of Council Reserves.	Paul Jennings

SB1 Work Programme 2018/19

Date	Title	Detail	Cabinet Member/ Lead Officer
13th March 2019	- Business Rates	To discuss the changes to Business Rates.	Paul Jennings
	- ICT Update to include ICT Strategy	For SB1 to be involved in the development of the ICT Strategy which is to include SMART Targets and Benchmarking. The Board have also requested information on ICT Service Level Agreements and the Asset Register.	Paul Ward/ David Ashmore
Briefing Notes - November 2018/19	- 2018/19 Capital Programme	For the Board to receive a written report updating the Board on the 2018/19 Capital Programme, including information on WMCA programmes.	Paul Jennings
	- Budget – meeting savings targets	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	- Coventry City Council Apprenticeships	To consider the apprenticeships being offered by the City Council. To look at how the young people employed are supported to get the maximum value from their placements.	Grace Haynes
	- City of Culture – Finances.	REFERRED TO SCRUCO To look Coventry City Council contribution to the City of Culture finances. Links with work being undertaken by Audit to seek assurance on this issue.	David Nuttall
	- Digital maturity/capability (2019/2020)	Work to be scoped by the Chair.	Paul Ward/ David Ashmore

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