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

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**Time and Date**

2.00 pm on Wednesday, 13th March, 2019

**Place**

Committee Room 3 - Council House

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**Public Business****1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes**

(a) To agree the minutes of the meeting held on 6 February 2019 (Pages 3 - 6)

(b) Matters Arising

**4. Outstanding Issues Report**

Outstanding issues have been picked up in the Work Programme

**5. ICT & Digital Update - March 2019** (Pages 7 - 18)

Briefing Note

**6. Delivery Against the Social Value Policy** (Pages 19 - 22)

Briefing Note

**7. Work Programme** (Pages 23 - 26)

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 March 2019

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, K Sandhu, T Sawdon, R Singh (Chair), K Taylor and R Thay

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

If you require a British Sign Language interpreter for this meeting  
OR if you would like this information in another format or  
language please contact us.

**Carolyn Sinclair**

**Telephone: (024) 7683 3166**

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

**Coventry City Council**  
**Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held**  
**at 2.00 pm on Wednesday, 6 February 2019**

Present:

Members:                   Councillor R Singh (Chair)  
                                  Councillor R Brown  
                                  Councillor J Clifford (Substitute for Councillor S Bains)  
                                  Councillor L Harvard  
                                  Councillor K Sandhu  
                                  Councillor K Taylor  
                                  Councillor R Thay

Employees:

Place: V Castree, B Hastie, P Jennings, C Sinclair

Apologies:                Councillor S Bains and T Sawdon

## **Public Business**

### **23.     Declarations of Interest**

There were no declarations of interest.

### **24.     Minutes**

- (a) The minutes of the meeting held on 28 November 2018 were signed as a true record subject to an addition to Minute 14 (Workforce Strategy Update), at the first bullet point to include the words “and diversity”. To now read “The demographic and diversity breakdown.”

There were no matters arising.

- (b) The minutes of the meeting held on 12 December 2018 were signed as a true record.

There were no matters arising.

### **25.     Reserve Balances**

The Board received and noted a briefing note which set out the position in relation to Council reserve balances. Balances for each individual reserve area over a three-year period were set out in an appendix to the briefing note.

The Council’s total level of non-schools revenue reserves stood at £68.8m at 31 March 2018 and capital reserves were £31.2m. The Council was also required to account for £24.6m of reserve balances that belong to the City’s schools or are funded from Dedicated Schools Grant and were therefore ring-fenced for schools usage.

The Briefing Note set out further detail on a number of reserve balances due to their value and members of the Board questioned officers on a number of issues around the following:

- Early retirement and voluntary redundancy programmes
- Private Finance Initiative Schemes
- Capital receipts
- Capital grant resources

26. **Consultation Responses: Business Rates Retention Reform and Review of Local Authorities' Relative Needs and Resources**

The Board received a report of the Deputy Chief Executive, Place, which set out the City Council's responses on two Government Consultation documents: "Review of Local Authorities' Relative Needs and Resources" and "Business Rates Retention Reform". The report would be considered by Cabinet on 12 February 2019 and Council on 19 February 2019.

The consultations formed part of the Government's overhaul of local government finance which was due to take effect in the financial year 2020/21. This would incorporate an overall settlement determined by the 2019 Spending Review, new baseline funding allocations for individual local authorities informed by an up-to-date assessment of their relative needs and resources and the impact of a new 75% Business Rates retention model. Responses were required by 21 February 2019. The Council's proposed responses were attached as appendices to the report.

The report indicated that the significance of the outcome of such a consultation makes it important for the Council to add its own response. The majority of the consultation questions focussed on detailed technical aspect of the potential funding arrangements. Given the lack of transparency of the current funding model and the length of time that it had been in operation, it was not possible to draw firm conclusions on the likely impact of any changes to funding arrangements implied by the Council's responses. The expectation should be that such a review resulted in a system that was evidence based, robust and fair and the Council's proposed responses were aimed at achieving such an outcome.

The Board considered the report and having discussed the content, expressed concern that any changes to Council funding schemes which impacted negatively on the Council's budget would have a disproportionate impact on vulnerable people. The onus to ensure that this would not happen sits with Government to undertake satisfactory Equality Impact Assessments as part of the process. The Board agreed with, and were supportive of, the robust wording of the consultation responses.

**RESOLVED that the Board supported the robust wording of the consultation response and further recommended that the response be amended to ask Government to undertake suitable Equality Impact Assessments on the proposed changes and that this recommendation be conveyed to the Cabinet for consideration at their meeting on 12 February 2019.**

27. **Work Programme and Outstanding Issues**

The Work Programme was noted.

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

There were no other items of business.

(Meeting closed at 3.10 pm)

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Coventry City Council

## Briefing note

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

**Date: 13 March 2019**

**Subject: ICT & Digital Update – March 2019**

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

- 1.1 To inform Finance and Corporate Services Scrutiny Board of the progress being made with regards to the new ICT Strategy and give opportunity to input into its direction and focus.

### **2 Recommendations**

- 2.1 That Finance and Corporate Services Scrutiny Board

- 1) Note the details in the presentation regarding the topics covered.
- 2) Make any relevant recommendations to the Cabinet Member.

### **3 Information/Background**

- 3.1 Outline information is provided in the appended slides and the Board will receive a presentation from Officers at the meeting which will contain more detail and context on these topics.

**Paul Ward, People Directorate, 024 7697 1381**

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## ICT & Digital Update

### The emerging ICT Strategy

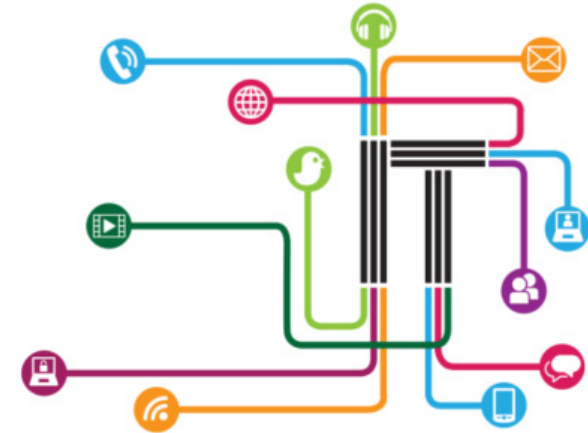
Paul Ward  
Head of ICT & Digital

Finance and Corporate Services Scrutiny Board

13<sup>th</sup> March 2019

## ICT Strategy – current position

- Current strategy heavily focussed on the Kickstart programme and the introduction of the move to Friargate
- This included a focus on agile working through:
  - Greater adoption of Office 365 (SharePoint, OneDrive)
  - Introduction of a unified communication platform (Mitel)
  - Introduction of Follow You Printing
  - Greater use of Mobile phones



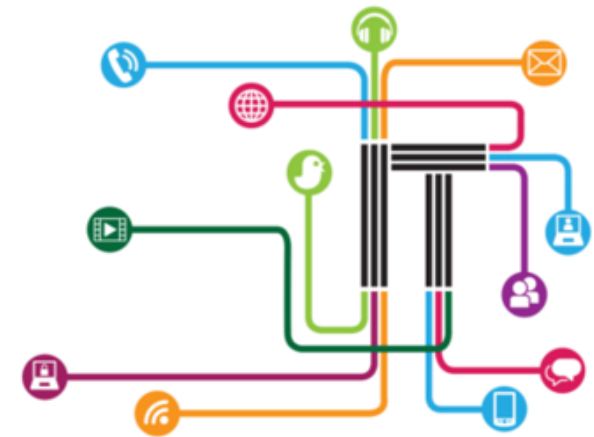
## Corporate ICT Strategy

Version 1.6



## ICT Strategy – what have we learned and what are we taking into the development of the new ICT strategy

- Current strategy heavily **technology led** – need to balance this better with service needs through **closer engagement**
- **Adoption** of new technology has been a challenge – need to be clearer in terms of the **support we are offering** to colleagues with regards to adopting new technologies and new ways of working
- Need to be able to better demonstrate how the technology can **support transformation and digitisation**
- As the organisation grows to depend on technology more, **availability and reliability** are crucial
- Whilst significant progress has been made in terms of legacy technology, there is still much work to be done on **modernisation** and **consolidation**
- **Cyber security & Data management** continue to be fundamental



### Coventry City Council-as-a-platform



*“End-to-end interactions with us are as simple and streamlined as possible. Any process complexity is hidden from our customers and shared across our partners”*

*We will align with the Local Digital Declaration*

The new strategy is being designed alongside the emerging thinking around One Coventry and the future savings targets

### Our Digital Workforce



*“Enabling a workforce which has access to the right tools to do its job and is confident in maximising the use and benefits of technology in its daily work.”*

## ICT Strategy 2.0 – key themes

### Engage

- Re-establish **business partnering** with services to ensure ICT & Digital **empowers and enables** individual service business plans
- Working with partners and peers to share learning, platforms, solutions etc.

### Optimise

- Ensure that the day-to-day operation and use of ICT is optimised in terms of **availability, resilience and performance**
- Technology consolidation, Service Level Agreements, Key Performance Indicators

### Empower

- Ensure that our workforce has access to the right **digital tools and skills** to do their jobs in the most efficient way
- Digital skills, technology modernisation, data management & tools

### Transform


- Support a **digital process revolution** across the organisation making the best, most innovative use of new technology
- Artificial intelligence, Machine Learning, Automation, Internet of Things

## ICT & Digital Service – current position

- Restructure complete February 2019 – some recruitment still on-going
- Focussing on new service plan and Target Operating Model (these will link to the new strategy)
  - A target operating model states what it is we do (the services we offer) and how we will go about delivering them and importantly when the services are offered and supported.
  - This will also include a revision of our Service Level Agreement and Key Performance Indicators (KPI)
  - Current availability KPI focusses on “*outage*” only across our critical systems as below:

		QTR 1 18/19	QTR 2 18/19	QTR 3 18/19
Office 365	Email, OneDrive, SharePoint, Intranet		1	1
Internet	Access to the internet			
Network	Access to our network		1	1
Mitel	Telephony	41	19	5
Agresso	Finance	2	2	
Resourcelink	HR & Payroll			
Academy	Council Tax & Benefits		1	1
Care Director	Adult Social Care	1	2	
Protocol (LCS)	Childrens Social Care		1	
Xpress Elections	Elections			
CRM	Customer Service/Self Service			
		<b>44</b>	<b>27</b>	<b>8</b>

## ICT Strategy – challenges and next steps

- Moving from “one size fits all” to worker profiles
- Greater definition of what is “digital” and how we drive it forward – working with partners like SOCITM
- User adoption & skills The logo for DIGIKNOW features three blue hexagons on the left, each containing a white icon: a diamond, a cloud, and a square. To the right of these hexagons, the word "DIGIKNOW" is written in a bold, blue, sans-serif font.
- Resilience
- Security
- Alignment with One Coventry agenda and savings prioritisation
- Optimising our service so we can balance the wants and needs of the organisation with budget available

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# The ICT Strategy & Digital Strategy – complementary, but not the same thing

## Digital Coventry

ICT Strategy = Coventry City Council based  
Digital Strategy = Place (Coventry) based

Some Digital Strategy examples:

- Supporting driverless cars
- Internet (fibre) connectivity scheme
  - Local Full Fibre
  - City Fibre - Fibre to the Home
  - CSW Superfast Broadband
  - City Fibre connectivity to all GP surgeries
- City Centre Public Wi-Fi
- First public Wi-Fi at Godiva Festival
- Supported successful bid for WMCA 5G Urban Connected Communities programme
- Further deployment of Appy Parking
- Code Clubs at libraries
- Good Gym



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Thank you

Any questions?

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Coventry City Council

## Briefing note

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**To: Scrutiny Board 1**

**Date: 13<sup>th</sup> March 2019**

**Subject: Delivery against the Social Value Policy**

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

- 1.1 The Social Value Policy was adopted by Full Cabinet on the 11<sup>th</sup> February 2014 and incorporates the Public Service (Social Value) Act 2012 that came into force on 31<sup>st</sup> January 2013. This briefing note details progress/delivery against the Social Value Policy and the outcomes that have been achieved.

### **2 Recommendations**

- 2.1 That Finance and Corporate Services Scrutiny Board
  - 1) Note the contents of the report
  - 2) Make any relevant recommendations to the Cabinet Member.

### **3 Information/Background**

- 3.1 There has been progress in a number of areas against the social value policy since the last report to Scrutiny Board on 18<sup>th</sup> April 2018. In particular, there has been significant success in driving Social Value through conditions placed on planning applications.
- 3.2 There are 16 case studies on the Council's website that emphasise and identify why and how social value can be delivered in many different forms. With an ever reducing budgets and increasing demand for services there is an ever greater need to be innovative and creative in the way in which services are delivered to our local communities to ensure that we get maximum return on investment when spending our scarce resources. The case studies show the different approaches that have been taken across a wide range of areas.
- 3.3 Local authority standard contracts already have an impact on social value in that they include clauses which are intended to ensure that contractors are operating in a way that impacts favourably on society. These clauses can include the avoidance of modern slavery, counter terrorism, safeguarding, equalities, health and safety, data protection, tax avoidance, sustainable supply chains and payment of sub-contractors within 30 days.
- 3.4 Consideration of additional Social Value requirements within the specifications and/or weighting the contract award criteria is now standard in the City Councils tender activity. Social Value specified within specifications is based on a balance of potential additional cost incurred against benefit delivered and need to be proportionate to the value of the Contract. Most contracts have a social value weighting of 5%+ built into the award criteria, and the use of this criteria encourages Suppliers to bid with the inclusion of Social Value elements without passing on the cost to the Local Authority.

- 3.5 The Head of Procurement sits on the West Midlands Social Value Task Force group which was founded in November 2016 in order to establish, share and promote the integration of the Public Services (Social Value Act) 2012 ('Act') into public-sector commissioning and procurement within the area.

It is an open network and welcomes any organisation that wishes to get involved and who wishes to share good practice. The group aims to bridge the gap between public and private sectors recognising that it is only through collaboration and partnership that success will be achieved. The group recognises that Community (Society) is at the centre of everything that we do and participants are encouraged to share their successes (and failures) in order to build our collective knowledge and strengthen the uptake of the Act across all sectors of society. The West Midlands Combined Authority has now developed its' Social Value Policy which has utilised the best practice and key principles contained in each of the Metropolitan Authorities within the region.

- 3.6 The Head of Procurement also sits on the National Social Value Taskforce which has developed a number of tools that support the delivery. Following trials and the experience of others, Coventry is currently exploring the use of the National TOM's (Themes, Outcomes, Measures) framework. This framework gives a standard and transparent approach to the measurement of Social Value, based around 5 key themes:

- Promoting Skills and Employment: To promote growth and development opportunities for all within a community and ensure that they have access to opportunities to develop new skills and gain meaningful employment.
- Supporting the Growth of Responsible Regional Businesses: To provide local businesses with the skills to compete and the opportunity to work as part of public sector and big business supply chains.
- Creating Healthier, Safer and More Resilient Communities: To build stronger and deeper relationships with the voluntary and social enterprise sectors whilst continuing to engage and empower citizens.
- Protecting and Improving our Environment: To ensure the places where people live and work are cleaner and greener, to promote sustainable procurement and secure the long-term future of our planet.
- Promoting Social Innovation: To promote new ideas and find innovative solutions to old problems.

The Social Value Portal are supporting us, and others within the West Midlands, in the use of this on-line solution that allows organisations to measure and manage the contribution that their organisation and supply chain makes to society. By fully adopting this platform, we will be better able to demonstrate our Social Value work and objectively compare bid submissions and to effectively manage Social Value commitments made as part of ongoing Contract Management activity.

- 3.7 The Head of Procurement chairs a City Council Social Value Working Group. The group as seen a number of changes in personnel over the last 12-18 months but it is

planned that there will be more consistency in 2019. Officers with expertise in sustainability, environmental issues, economic development, planning, employment, public health and care will work together to maximise the social benefits generated through contracting.

3.8 The corporate Peer challenge in October 2018 included additional areas for the review team to focus on, specifically chosen on the basis that they would benefit from some external challenge and feedback on both current and future delivery plans. One of these areas was to explore how we make the most of our Social Value in Capital projects. The peer review team report included the following comments:

- The Coventry Charter for Social Responsibility is well known and respected
- Businesses feel positively held to account for delivering this – both by officers and elected members – and it is seen as a key part of the planning conditions
- The City has strong anchor organisations with a genuine commitment to social value and responsibility
- There is a strong council commitment to using social value to deliver an enhanced corporate parenting role
- A link could also be made between corporate social responsibilities and community needs, going beyond social value
- Local business knowledge and approaches can play a role, e.g. social value calculators being used for specific Coventry objectives
- Shout about the successes being achieved and the sustained impact being delivered

The Peer Challenge delivery group will continue to monitor progress against the peer team recommendations.

3.9 In July 2019 Public Health are holding the ‘Public Health’ awards, with a ceremony at St Marys Guildhall targeted at the public Health commissioned service providers. The purpose of the event is to recognise, acknowledge and promote best practice in Public Health work with one of the awards being the ‘Social Value Contributor’. This award will recognise the social, economic and environmental benefits which Coventry gains by the way local services are delivered. For example, organisations may recruit local people, pay the living wage, promote active travel among staff, attract additional funding or reduce its carbon footprint.

3.10 The closer working with public sector partners established through the council’s Marmot work (reducing health inequalities) continues to deliver real results through harnessing initiatives like “making every contact count”. Under this initiative, all public services meeting individuals on the front line don’t just check that the individual’s needs have been met from their employing organisation’s perspective, they also check their general wellbeing, alerting public sector partners when additional needs are identified. For example, the Fire Service now not only check homes for fire risks they conduct “safe and well” checks as they are one of the most trusted public services when entering people’s homes.

3.11 Coventry as a Planning Authority has been a lead Authority in the inclusion of Social Value themes in planning conditions on major planning applications which are managed via skills and employment plans. Within the year January to December 2018, a total of 13 planning applications have had conditions applied bringing the total number of planning applications that have had conditions applied since the authority began this approach to 40 applications

In 2019 we have already requested the inclusion of skills and employment conditions on six applications and have started the engagement with 13 local developers to ensure the implementation of the associated skills and employment plans. Part of this engagement includes the introduction to BAM shared apprenticeship scheme, which provides young people with the valuable work experience to support their college work. Two apprentices have started their placements and a further nine have been secured.

3.12 The following gives a summary of what has been achieved through skills and employment plans up to December 2018.

- 91 local businesses have benefitted from supply chain opportunities from major developments in the City
- 1310 local people have been employed on the sites
- Over 2000 apprenticeship weeks have been worked by apprenticeships generated on major developments, with a total of 158 apprentices
- Over 2760 young people have attended site visits to major developments or received careers talks by developers

Mick Burn  
Head of Procurement & Commissioning

Please see page 2 onwards for background to items

<b>4<sup>th</sup> July 2018</b>
<ul style="list-style-type: none"><li>- Customer Service Improvement</li><li>- Digital First</li></ul>
<b>12<sup>th</sup> September 2018</b>
<ul style="list-style-type: none"><li>- Medium Term Financial Strategy</li></ul>
<b>28<sup>th</sup> November 2018</b>
<ul style="list-style-type: none"><li>- Workforce Strategy Update</li><li>- Workforce Analytics Dashboard (private)</li></ul>
<b>12<sup>th</sup> December 2018</b>
<ul style="list-style-type: none"><li>- Customer Service Improvement</li><li>- Income Generation</li></ul>
<b>6<sup>th</sup> February 2019</b>
<ul style="list-style-type: none"><li>- Council Reserves</li><li>- CCC responses to Local Government Consultations on<ul style="list-style-type: none"><li>- 1) Local Government Fair Funding Review</li><li>- 2) Business Rates Retention</li></ul></li></ul>
<b>13<sup>th</sup> March 2019</b>
<ul style="list-style-type: none"><li>- ICT Update to include ICT Strategy</li><li>- Social Value Act</li></ul>
<b>2019/2020</b>
<ul style="list-style-type: none"><li>- Budget – meeting savings targets</li><li>- Procurement Strategy</li><li>- Capital Programme</li><li>- Business Rates</li><li>- Coventry City Council Apprenticeships</li><li>- Digital maturity/capability</li><li>- Workforce Analytics</li><li>- Asset Investment including West Midlands Pension Fund</li></ul>

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>4<sup>th</sup> July 2018</b>	- 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
<b>12<sup>th</sup> September 2018</b>	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Paul Jennings
<b>28<sup>th</sup> November 2018</b>	- 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
<b>12<sup>th</sup> December 2018</b>	- 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
<b>6<sup>th</sup> February 2019</b>	- Council Reserves	To receive an update on the position of Council Reserves.	Paul Jennings
	- CCC responses to Local Government Consultations on	To look at CCC's draft responses to two consultations on Local Government Fair Funding Review and Business Rates Retention before they go to Cabinet on 12th February and Council on 19th February.	Paul Jennings



SB1 Work Programme 2018/19

Date	Title	Detail	Cabinet Member/ Lead Officer
	<ul style="list-style-type: none"> <li>- 1) Local Government Fair Funding Review</li> <li>- 2) Business Rates Retention</li> </ul>		
<b>13<sup>th</sup> March 2019</b>	<ul style="list-style-type: none"> <li>- ICT Update to include ICT Strategy</li> </ul>	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
	<ul style="list-style-type: none"> <li>- Social Value Act</li> </ul>	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
<b>2019/2020</b>	<ul style="list-style-type: none"> <li>- Budget – meeting savings targets</li> </ul>	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	<ul style="list-style-type: none"> <li>- Procurement Strategy</li> </ul>	To scrutinise the delivery of the Council’s Procurement Strategy	Mick Burn
	<ul style="list-style-type: none"> <li>- Capital Programme</li> </ul>	For the Board to receive a written report updating the Board on the Capital Programme, including information on WMCA programmes.	Paul Jennings
	<ul style="list-style-type: none"> <li>- Business Rates</li> </ul>	To discuss the changes to Business Rates.	Paul Jennings
	<ul style="list-style-type: none"> <li>- Coventry City Council Apprenticeships</li> </ul>	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
	<ul style="list-style-type: none"> <li>- Digital maturity/capability</li> </ul>	Work to be scoped by the Chair.	Paul Ward/ David Ashmore
	<ul style="list-style-type: none"> <li>- Workforce Analytics</li> </ul>	Following on from the meeting on 12 <sup>th</sup> December 2018, Members requested a further update on Workforce Analytics.	Grace Haynes/ Julia McGinley
	<ul style="list-style-type: none"> <li>- Asset Investment including West Midlands Pension Fund</li> </ul>	Following on from the meeting on 12 <sup>th</sup> December 2018 this item is to look at asset investment in the West Midlands and Coventry (including inviting a representative from WMPF)	Paul Jennings

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