



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 13th November, 2019

Place

Committee Room 3 - Council House

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

(a) To agree the minutes of the meeting held on 18 September 2019 (Pages 3 - 6)

(b) Matters Arising

4. Digital First Programme (Pages 7 - 12)

Briefing note

5. Work Programme and Outstanding Issues (Pages 13 - 16)

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, 5 November 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 F Abbott, R Auluck, S Bains, J Blundell, R Brown, B Gittins, R Lakha, J Mutton (By Invitation), J O'Boyle (By Invitation), T Sawdon and R Singh (Chair)

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.

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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 Wednesday, 18 September 2019

Present:

Members: Councillor R Singh (Chair)
Councillor R Auluck
Councillor J Blundell
Councillor R Brown
Councillor J Clifford (Substitute for Councillor Abbott)
Councillor B Gittins
Councillor R Lakha

Employees:

Place: V Castree, P Jennings, C Sinclair, H Williamson,

Apologies: Councillor F Abbott, S Bains and T Sawdon

Public Business

7. Declarations of Interest

There were no declarations of interest.

8. Minutes

The minutes of the meeting held on 3 July 2017 were signed as a true record. There were no matters arising.

9. 2018-19 Capital Programme

The Board noted the 2018/19 Capital Programme which included an analysis of:

- Outturn expenditure for prior years
- The quarter 1 estimates of expenditure for 2019/20
- The budgeted estimates expenditure for 20/21 and future years
- Brief description of each scheme
- Option to expand the subtotal to the individual schemes.

Arising from discussion it was noted that there was an error in the report in respect of the Public Realm Refresh – the report indicated that a grant figure of 184,689,000 had been inputted as opposed to the correct figure of 2,700,000.

The Board questioned officers on aspects of the report and following discussion requested further information on the following:

- S106: New Century Park, Allard Way – current plans
- Data on spending in respect of cycling initiatives.

- Next steps for the relocation of the Coventry Cross

10. Reserve Balances

The Board considered a briefing note which set out the position in relation to the Council's reserve balances. The Appendix to the report showed balances for each individual reserve areas over a three-year period. These were listed in or of the size of balance in April 2019 (largest first). In addition, a brief description had been provided for each balance.

The Council's total level of non-schools revenue reserves stood at £81.8m at 31st March 2019 and capital reserve were £23.3m. The Council was also required to account for £26.4m of reserve balances that belong to the city's schools or were funded from Dedicated Schools Grant and were therefore ring-fenced for schools' usage.

There were several reserve balances that warrant initial coverage due to their value:

- Reserve to fund Early Retirement and Voluntary redundancy costs resulting from programmes to deliver the staffing savings required to balance the budget. This stands at £10m currently.
- A further £10.2m of reserves were held to manage the cashflow requirements of the financial models for the Council's 3 Private Finance Initiative schemes.
- Capital receipts (proceeds from the sale of capital assets) have been generated in recent years and these amounted to £21.4m at the end of 2018/19. These receipts have been programmed to fund several developments over the coming period include the Council's investment in the Friargate Joint Venture, and the capital investment for the City of Culture programme
- There was a reserve to manage Business Rates volatility under the existing Business Rates Retention which was currently in place.

Members asked a number of questions on aspect of the report and, arising from the discussion, the Board asked for further information on the following non-grant funded revenue:

- Funding set for Holy Trinity roof repairs
- Recover of overpaid salaries
- Business services

In respect of the Business Services reserve allocation, discussion arose regarding having good contract management processes to show the Council's commitment to holding responsible persons to account.

RESOLVED that the report be noted and that the Cabinet Member for Strategic Finance and Resources be asked to look at ensuring good governance processes are in place in respect of in contract management to enable accountability.

11. Work Programme and Outstanding Issues

The Work Programme was noted.

There were no outstanding issues.

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

2018-19 Capital Programme: Public Realm Refresh

The Board expressed concern that the data error referred to in Minute 9 above had not been brought to their attention as soon as it became apparent and agreed that a note be sent to the Cabinet Member for Strategic Finance and Resources to notify him of this matter and ask that any future errors identified should be reported to the Board at earliest opportunity.

(Meeting closed at 11.25 am)

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Coventry City Council

Briefing note

To: Scrutiny Board 1

Date: 13/11/2019

Subject: Digital First Programme

1. Purpose of the Note

1.1 The purpose of the note is to provide an overview of the Council's Digital First Programme. The Programme aims to accelerate the delivery of the council's agreed Digital Strategy, with a real focus on improving the customer experience, the digital service offer for residents as well as driving efficiencies and increased revenue. The programme will ensure that technology and more importantly our digital capability is a key enabler, right across the organisation, in delivering the objectives of our One Coventry Council Plan and Medium-Term Financial Strategy.

1.2 The Digital First Programme will report into One Coventry Change Board and the Senior Management Board (SMB), with overview from Scrutiny Board 1.

2. Recommendations

2.1 Scrutiny to note progress on the Digital First Programme

2.2 Scrutiny to consider any further recommendations to the Cabinet Member for Finance and Resources

3. Information/Background

3.1 Digital Definitions

The Digital First Programme is a delivery arm of Digital Coventry, Coventry City Council's externally focussed Digital Strategy and our internally focused infrastructure-based ICT Strategy.

Digital Coventry is a strategy to pull together all of our digital work to fully realise the benefits that digital technology can bring. Increasing our scope to focus on not only the work of the organisation but aligning with the work of our partners to the benefit of Coventry as a place to live, learn, work, innovate and do business.

There are four themes to the Digital Strategy:

Digital place – Infrastructure, digital innovation and data are promoted within the City to deliver economic growth and public service reform.

Digital customer & inclusion – Enabling customer to get the information they need and to access our services through on-line self-service

Digital communities – Using digital technology to engage with our citizens and to work closely with our partners, to address complex issues

Digital workforce – Enabling a workforce which has the right tools to do their job and are confident in maximising the use and benefits of technology in their daily work

3.2 The Local Digital Declaration

This commits us to working to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS).

The ambition requires both a culture shift and a technology shift, and it sets out 5 principles to achieve this:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.
3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

3.3 Digital Success so far

It is recognised there is still much to do to improve our digital offer across Coventry. However, there have been some significant successes to date, including:

3.3.1 External success

- Our online digital service had a high take up with over 150,000 residents signed up
- Nearly 70% of residents were happy with the online service and a further 20% were satisfied
- There were over 110,00 transactions online in 2018/19 rising from 71,000 in 2017/18
- Let's Talk Coventry – our new engagement platform launched in 2019. A platform for Coventry residents to take part in consultations, share ideas and have their say on the issues that matter to them
- Further enhancing our excellent Broadband coverage across Coventry with Fibre to the Home being rolled out

3.3.2 Internal success

- We have an excellent infrastructure which supports our workforce
- 80 Digital Support drop ins and organised sessions held for employees across 30 locations across the city
- 9 webinars held on a variety of subjects under the Office 365 suite. These have been recorded and re-watched over 400 times

- 80 training/video guides produced with over 2000 views across the suite of guidance.
- DigiKnow Agent scheme launched – Over 100 Agents signed up with a range of roles and service areas involved (including Directors, Heads of Service and Elected Members)
- Digital Skills Framework relaunched to the organisation – identifying 5 digital literacies that employees are expected to meet
- Corporate Code Club – Monthly Corporate Code Clubs have been set up to enable employees to get creative digitally. These Clubs are a great way to help people develop a further and deeper interest in technology and have a bit of fun along the way

3.4 Digital Maturity Assessment

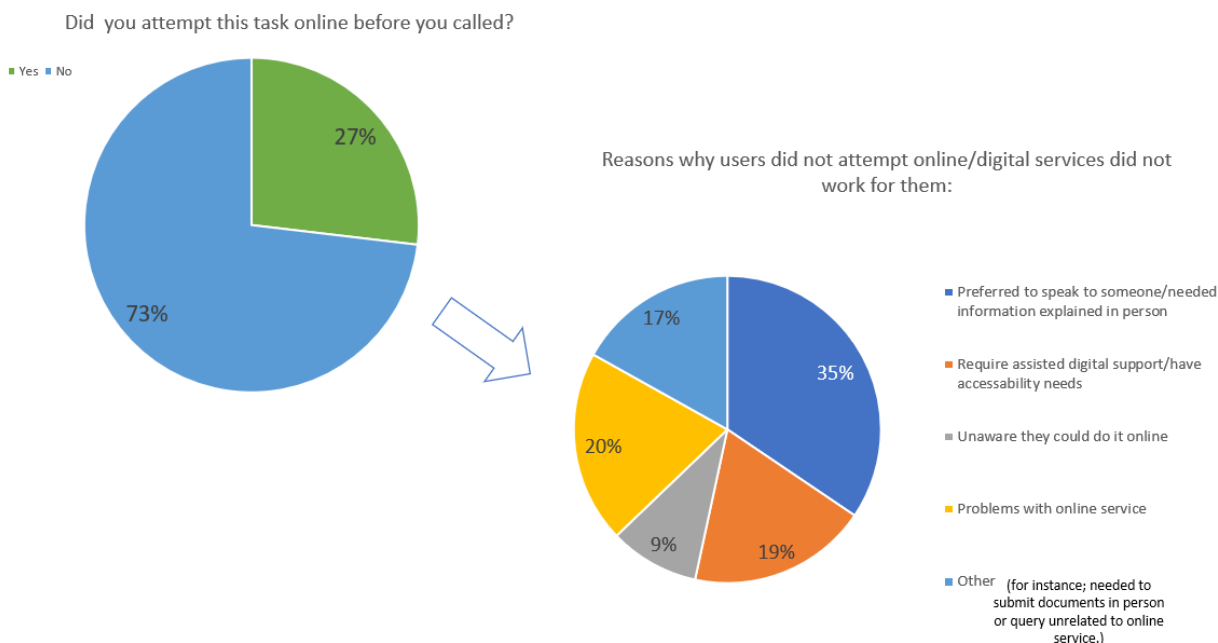
A Digital Maturity Assessment was conducted in partnership with Socitm Advisory Services to baseline the organisations capability in 9 key areas to successfully deliver Digital. It was intended to identify areas of strength and opportunities to improve in order to inform priorities of the programme.

Approximately 100 employees across the organisation attended workshops to engage and answer questions to help us understand our current Digital Maturity. A similar session was run with elected members, findings are currently being gathered and compiled before sharing.

The result will be an overview of our Digital capability in each of the areas and recommended actions to improve.

3.5 Customer Engagement

We conducted some early engagement with over 180 customers who had visited or called into Customer Services, over a two-day period. We wanted to explore why they were visiting, if they had attempted to conduct their visit online and what had stopped them if they had. The results of which are recorded below.



- Three quarters of customers didn't attempt an online visit
- One quarter tried to complete their query online but abandoned it
- 35% of customers said they preferred to visit in person or call
- 20% of customer's online journey failed due to usability issues

- 19% of customer either felt they didn't have the skills or had accessibility issues
- 9% of customers said they were unaware they could complete their service request online

In addition to the data, comments from customers about their digital experience were also captured. Some examples of these are:

“Use key words to help people find stuff”

“Make the forms more accessible, too many hyperlinks before you find the right place”

“It was simple”

“I tried to do it online, but I didn't know my reference number”

“I'm not very good with computers”

“No time frame given, poor flow of application”

“It was really straightforward”

“No response to applications done online so have to call in for updates”

3.6 Digital First Principles

We plan for the Digital First Programme to follow a set of principles which will enable us to deliver improved outcomes for our customers, use best practice aligned to the Local Digital Declaration and maximise opportunities for efficiency.

- We will adopt a user-led service design approach to redefine the way we deliver our services, using a wide range of digital solutions, aligning to the Local Digital Declaration
- We will design and build digital solutions with citizens and our workforce and regularly communicate our progress
- We will be clear about the added value for our customers and our organisation before we implement a digital solution
- We will build digital solutions that can be reused and are scalable across the organisation wherever possible
- We will ensure our digital infrastructure provides value for money and maximises opportunity for end to end digital solutions

Digital services will:

- improve our customer experience
- be easy to access and use
- be reliable
- promote digital inclusion
- maximise opportunities to provide end to end solutions
- become our primary contact method
- keep data securely and use it ethically

We will implement digital solutions:

- that enable our workforce to achieve and improve productivity
- that deliver better outcomes for our customers
- where it reduces revenue cost or enables income generation
- where it streamlines processes and replaces manual functions to drive efficiency

3.7 Digital First Workstreams

It is proposed that Digital First will deliver under five main workstreams.

Engage – This will embrace workforce and customer collaboration. We will work in partnership with our customers and internal users. Driving a culture of inclusiveness and ownership.

Insight – This will use data to drive decisions and improve outcomes. We will maximise the use of our data to target services to meet user need and integrate relevant service data to improve outcomes.

Innovate – This will provide a creative space to explore opportunities. We will test proof of concepts for innovation ideas, to confirm they deliver benefits to the customer and the organisation and understand scalable potential before committing to delivery.

Design – This will implement a user led design approach which will seek ways to scale any identified potential. We will design services with citizens at the heart of design using technology as an enabler to deliver better outcomes and efficiencies.

Solve – This will provide solutions to specific problems. We will implement technology which solves a defined problem and has clear benefits to the customer and the organisation.

3.8 Roles & Responsibilities

Successful delivery of this Programme will need to embrace a One Coventry approach and include leaders from different areas of the organisation.

The following roles and responsibilities have been identified:

CLT Leads:

- David Ashmore
- Pete Fahy
- Andy Williams

Delivery Leads:

- Marc Greenwood – Digital First programme Lead
- Paul Ward – Digital Strategy & Infrastructure Lead
- Adrienne Bellingeri - Resident Experience & Self-Service Lead
- Valerie De Souza – Resident Insight & External Engagement Lead
- Nigel Hart – Communications Lead
- Grace Haynes – Workforce Engagement Lead
- Debbie Horton-Rayner – Programme Manager

3.9 What we are delivering next.

This highlights some of the first projects to be delivered in each workstream.

Workstream	Project	Description	Timeframe
Engage	Digital Maturity Assessment	Finalise baseline and priority actions	Jul - Dec 19
	Customer Engagement & User Research	Gather feedback and host pop up research session	Oct 19 – Jan 20
	Digital Culture Diagnostic	Deep delve into our digital culture	Nov 19 – Mar 20
Insight	Data sharing for electoral services	Council tax data to proactively update electoral register	Oct 19 – Jan 20
	Data sharing across multiple services	Proof of concept for 16-18 year olds preparing for adulthood	Nov 19 – May 20

	City Wide Intelligence Hub	Increase data included. Internally through data warehouse and externally with NHS partners	Nov 19 – Jun 20
Innovate	Internal ChatBot	Pilot of internal ChatBot with DigiKnow agents	Oct 19 – Feb 20
	Digital Dictation	Pilot of Mmodal for health partners in ASC	Nov 19 – May 20
	Social Media use	Engagement with workforce on more effective use of Social Media	Nov 19 – Mar 20
Design	Facilities Management CAFM	CAFM replacing existing systems and manual processes	Apr 19 – Jan 20
	Planning	Self-Service and end-to end service design, including new system	Jun 19 – Apr 20
	Service Design approach pilot	Piloting user led service design approach in line with GDS	Nov 19 – Apr 20
Solve	Adult single referral form	Consolidate 5 forms into 1	Sep – Nov 19
	New parking system	Improve current system with more innovation opportunities	Jul 19 – Apr 20
	Revenues & Benefits automation	Processing automated or streamlined	Nov 19 – Jun 20

Job Title Debbie Horton-Rayner – Programme Manager

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Agenda Item 5

SB1 Work Programme 2019/20

Last updated 04/11/19

Please see page 2 onwards for background to items

3rd July 2019
- Delivery against the Social Value Policy - Procurement Strategy
18th September 2019
- Reserve Balances - 2018-19 Capital Programme
13th November 2019
- Digital First - Medium Term Financial Strategy
15th January 2020
-
12th February 2020
-
18th March 2020
-ICT Strategy Update
2019/2020
- Commercialisation - Business Rates - Social Value Policy - Coventry City Council Apprenticeships - Workforce Analytics

Date	Title	Detail	Cabinet Member/ Lead Officer
3rd July 2019	- Delivery against the Social Value Policy	To examine the extent to which the Social Value Act is delivering added value and how we can maximise opportunities to increase social value. To include a copy of the SVA Policy, how it's measured and more examples of where it has been used.	Cllr J Mutton/ Mick Burn
	- Procurement Strategy	To scrutinise the Procurement Strategy and it's impact.	Cllr J Mutton / Mick Burn
18th September 2019	- Reserve Balances	To receive an update on the position of Council Reserves and identify recommendations for the Cabinet Member.	Cllr J Mutton / Paul Jennings
	- 2018-19 Capital Programme	For the Board to receive a written report updating the Board on the Capital Programme.	Cllr J Mutton / Paul Jennings
13th November 2019	- Digital First	To scrutinise the Council's Digital Transformation agenda and the outcomes of the digital assessment undertaken by SOCITIM	Cllr J Mutton / Paul Ward/ David Ashmore
	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Cllr J Mutton / Paul Jennings
15th January 2020	-		
12th February 2020	-		
18th March 2020	-ICT Strategy Update	To review the impact of the ICT Strategy following its adoption by Cabinet in October 2019.	Cllr J Mutton / Paul Ward/ David Ashmore
2019/2020	- Commercialisation	To look at opportunities to maximise income - identified at meeting 18/04/18	Cllr J Mutton / Barrie Hastie
	- Business Rates	To discuss any proposed changes to Business Rates when any new information becomes available.	Cllr J Mutton / Paul Jennings

Date	Title	Detail	Cabinet Member/ Lead Officer
	- Social Value Policy	Following the meeting on 4 th July, it was agreed to review the Social Value Policy. The new policy will be brought to SB1 for scrutiny.	Cllr J Mutton / Mick Burn
	- 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.	Cllr J Mutton / Grace Haynes
	- Workforce Analytics	Following on from the meeting on 12 th December 2018, Members requested a further update on Workforce Analytics.	Cllr J Mutton / Grace Haynes/ Julia McGinley

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