



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 15th September, 2021

Place

Diamond Rooms 1 and 2 - Council House

Please note that in line with current Government and City Council guidelines in relation to Covid, there will be reduced public access to the meeting to manage numbers attending safely. If you wish to attend in person, please contact the Governance Services Officers indicated at the end of the agenda.

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

(a) To agree the minutes of the meeting held on 7 July 2021 (Pages 3 - 6)

(b) Matters Arising

4. Reserve Balances (Pages 7 - 14)

Briefing note

5. ICT & Digital Updates - Asset Register & System Monitoring (Pages 15 - 28)

Briefing note

6. Work Programme and Outstanding Issues (Pages 29 - 32)

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

Julie Newman, Director of Law and Governance, Council House Coventry

Tuesday, 7 September 2021

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 J Blundell, R Brown (By Invitation), B Gittins, P Hetheron (By Invitation), A Hopkins, T Khan, R Lakha, K Maton, B Mosterman, T Sawdon and R Singh (Chair)

Public Access

Please note that in line with current Government and City Council Covid guidelines, there will be reduced public access to the meeting to manage numbers attending safely.

Any member of the public who would like to attend the meeting in person is required to contact the following officers in advance of the meeting regarding arrangements for public attendance. A guide to attending public meeting can be found here:

<https://www.coventry.gov.uk/publicAttendanceMeetings>

Carolyn Sinclair

Telephone: (024) 7683 3166

e-mail: carolyn.sinclair@coventry.gov.uk

Coventry City Council

Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held at 10.00 am on Wednesday, 7 July 2021

Note: This meeting was not held as a public meeting in accordance with the Local Government Act 1972

Present:

Members: Councillor R Singh (Chair)
Councillor B Gittins
Councillor A Hopkins
Councillor R Lakha
Councillor K Maton
Councillor B Mosterman
Councillor T Sawdon

Other Members: Councillor Brown, Cabinet Member for Strategic Finance and Resources
Councillor Hetherton, Cabinet Member for City Services
Councillor Lloyd, Deputy Cabinet Member for City Services

Employees:

D Ashmore, Director of Housing and Transformation
A Bellingeri, Customer and Business Services
V Castree, Law and Governance
M Greenwood, Business Systems and Improvement
G Griffiths, ICT and Digital
C Sinclair, Law and Governance

Apologies: Councillor J Blundell

Public Business

1. Declarations of Interest

There were no declarations of interest.

2. Minutes

The Minutes of the meeting held on 24 February 2021 and the joint meeting with the Business, Economy and Enterprise Scrutiny Board (3) on 23 March 2021 were noted. There were no matters arising.

3. Digital First Programme

The Board received a presentation and considered a briefing note which provided information on the Digital First programme including an update on the main activities undertaken, an overview of the digital service and infrastructure improvements and details of the next phase of the programme.

The Digital First programme formed part of the Council's One Coventry Transformation programme, which aimed to deliver the Council's One Coventry ambitions. The programme tests and develops new digital services and ways of working and focusses on enabling council services, communities and the workforce to benefit from digital innovations and improvements.

The programme was working to delivery digital improvement projects at varying scales, from specific service initiatives through to large scale integrated city-wide programmes and aimed to deliver the ambitions of the One Coventry approach and the Council's Digital Strategy.

The Board discussed a number of matters arising from the presentation including:

- How to improve and widen digital accessibility for the public
- Ways to improve how the Council communicates the digital services offer
- The need for Councillors to quickly be able to find which officer they need to speak to in respect of their casework duties
- The benefits of remote and hybrid meetings in terms of accessibility
- The development of the Web Chat facility

The Chair summarised progress of the City Council's digital transformation over recent years, observing that there were many similarities in the Board's previous recommendations to widen digital engagement with the community, for instance, in respect of listening to what users want and looking at making life easier for the customer to engage with the Council. The Chair commented that, although some progress had been made, there remained a need to speed up the modernising process. In response, it was acknowledged that there had been some challenges, but these were being overcome and further discussions would continue to be undertaken with Members, particularly in respect of digital inclusion.

RESOLVED that the Board:

- **Note the update on the Digital First Programme**
- **Ask that officers investigate ways to improve the resident/Member experience regarding public contacts with the Council including ease of accessing follow-up actions after the first contact and, for Members, ease of finding the appropriate officer contact details.**
- **Ask officers to look at developing a strategy to communicate, on a regular basis, the message that Councillors' understand the difficulties and will work with residents on the wide-ranging digital challenges that many experience.**
- **Receive a further report on digital inclusion later in the year.**

4. **Customer Services**

The Board received a presentation and considered a briefing note which provided an insight into the Customer Services function throughout the pandemic; the additional activity that continues to be undertaken and the 'business as usual' performance during that time and highlighted the learning from recent months, demonstrating how that will be used to continue to evolve the service.

Customer Services supported the delivery of support and advice through telephone-based teams, face to face outlets and other digital channels. Alongside that, it had responsibility for the provision of organisational support through administration, Executive Support and Digital Print and Mail.

The pandemic necessitated a fundamental change in the way that services worked to continue to enable customers to access service provision and support the organisation in the provision of core functionality.

The Board noted that while much of the 'business as usual' activity was retained during this time, the service undertook more of an enabling role working with colleagues across the organisation and beyond to achieve positive outcomes for the residents of the City. The learning from this has helped to shape the future role of the service.

The Board discussed a number of matters arising from the presentation including:

- Community pilot schemes for IT support/training for local residents
- Duration of call wait times

In noting the report, the Board requested to receive a further update on this later in the year.

RESOLVED that the Board:

- **Note the update on Customer Services through the pandemic, additional activity undertaken and business as usual performance.**
- **Receive a further report on Customer Services later in the year.**

5. Work Programme and Outstanding Issues

The Board noted the Work Programme which would be updated to include the addition of further reports on Digital Inclusion and Customer Services, as referred to in Minute 3 and 4 above, to be received later in the year.

6. Any other items of Public Business

There were no other items of public business.

(Meeting closed at 12.15 pm)

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Briefing note

To: Finance and Corporate Services Scrutiny Board (1)
2020

Date: 15th September 2021

Subject: Reserve Balances

1 Purpose of the Note

- 1.1 The Scrutiny Board 1 work programme include an item to review the position in relation to the Council reserve balances. Information has been provided in an Appendix to this report which shows balances for each individual reserve areas over a three-year period. These are listed in the size of the balance in April 2021 (largest first) within categories. In addition, a brief description has been provided for each balance.

2 Recommendations

Members of Scrutiny Board are recommended to:

- 2.1 Note the contents of the presentation and the detailed reserves listing.
- 2.2 Identify any recommendations for the Cabinet Member (Strategic Finance and Resources)

3 Information/Background

- 3.1 The Council's total level of non-schools revenue reserves stood at £170.4m at 31st March 2021 and capital reserve were £26.5m. The Council is also required to account for £27.4m of reserve balances that belong to the city's schools or are funded from Dedicated Schools Grant and are therefore ring-fenced for schools' usage.
- 3.2 There are 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 £9.3m currently.
 - A further £11.2m of reserve are held to manage the cashflow requirements of the financial models for the Council's 3 Private Finance Initiative schemes. These reserves will be used (and the balance will fluctuate) over the 25 year plus lifetimes of the schemes. As part of 2016/17 Budget Setting a decision was taken to utilise £1m per annum for the next ten years or so years before then repaying these amounts over the remainder of the schemes' lifetimes.
 - Capital receipts (proceeds from the sale of capital assets) have been generated in recent years and these amounted to £24.7m at the end of 2020/21. 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 is a reserve to manage Business Rates volatility under the existing Business Rates Retention which is in place currently.

- 1.1.1 It should be noted that the Council's reserve balances include an extra-ordinary balance of £48m at the end of 2020/21. Government Covid Business Rates reliefs announced in

2020/21 had the effect of reducing the amount of Business Rates payable in-year causing a deficit within the Business Rates Collection Fund. Accounting rules mean that the corresponding grant (from Government) cannot be applied to the Collection Fund until 2021/22 and must be carried forward within General Fund reserves. This treatment will be common to all billing authorities across England. To ensure like for like comparisons this balance is treated as an extra-ordinary item here.

Name **Helen Williamson**
Job Title **Lead Accountant (Capital)**
Contact Details **024 7697 2631 helen.williamson@coventry.gov.uk**

Reserves Analysis 2020/21

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Non-Grant Funded Revenue					
Timing reserve - to meet impact in 2021-22 of NDR deficit (additional COVID-19 reliefs)	Government Covid Business Rates reliefs announced in 2020/21 had the effect of reducing the amount of Business Rates payable in-year causing a Business Rates Collection Fund deficit. Accounting rules mean that the corresponding grant (from Government) cannot be applied to the Collection Fund until 2021/22 and must be carried forward within General Fund reserves. This treatment will be common to all billing authorities across England.	0	0	(48,302,161)	(48,302,161)
Private Finance Initiative	Resources earmarked to support the Caludon Castle, New Homes For Old and Street Lighting PFI schemes over a 25 year period subject to the individual decisions to establish each of these schemes. The schemes' financial models show how these reserves will be utilised over time. 2016/17 Budget Setting approved the cash-flowed use of this reserve to support the Council's overall budget at £1m per year to be repaid from the mid 2020s which is reflected here.	(10,297,237)	(9,587,625)	(1,534,830)	(11,122,455)
General Fund Balance	The General Fund is held to manage unforeseen risks to the Council's overall financial position. Any in-year overspend at the whole-Council level would be funded by this reserve.	(10,277,193)	(10,277,193)	0	(10,277,193)
Pension Strain	Funding for early retirement and voluntary redundancy established as part of Staffing Reductions Consultation Report - Council 9th September 2015 and further contribution agreed as part of the 2018/19 Outturn Report to Cabinet.	(10,070,111)	(9,323,263)	0	(9,323,263)
Business Rates	Budgeted contributions set aside as future protection against Business Rates volatility. Recent significant appeals continue to justify a significant balance being maintained whilst the economic uncertainty introduced by Covid may lead to the Council needing to draw on this reserve in 2021/22.	(7,735,088)	(7,735,088)	0	(7,735,088)
COVID-19	The unused amount of Tranche 1 of Covid emergency funding provided by Government in 2019/20. This is earmarked to support the 2021/22 budgetary position alongside subsequent tranches provided during the current year.	0	(7,558,000)	0	(7,558,000)
Innovation and Development Fund	Approved by Council in February 2021 as a fund to sustain the Council's future financial resilience. This could include internal transformation activity and strategic infrastructure projects in particular where these generate future quantifiable financial benefits.	0	(6,614,000)	1,065,000	(5,549,000)
Reset and Recovery	Revenue budgetary underspend at 2019/20 outturn earmarked to support the Council's reset and recovery following Covid. The budgetary position in either 2021/22 or 2022/23 may require this reserve to be utilised to underpin the Council's financial position.	0	(5,467,000)	0	(5,467,000)
2020/21 Outturn Underspend - Policy Priorities	Approved as part of the 2020/21 outturn Report to Cabinet in July 2021.	0		(5,225,000)	(5,225,000)
City of Culture	Cabinet approved allocations to support the 2021 UK City of Culture, in addition £200k match funding for the Herbert Art Gallery and Museum.	(4,750,000)	(4,200,000)	1,620,889	(2,579,111)
Corporate - Capital	Resources earmarked to support approved corporate Capital Programme and transformation projects including the ICT Capital Programme (£1.2m), Superfast Broadband (£1m), Woodlands School (£1m), Far Gosford Street/Canley/NDC regeneration (£0.8m) and Highways investment carry forward (£0.3m).	(5,399,035)	(5,563,836)	1,535,635	(4,028,200)
City of Culture 2021 and 2022 Commonwealth Games	Corporate resources approved in the 2018/19 budget, profiled over 4 years. The balances represent allocations carried forward to reflect spend carried out later than planned, in some cases due to the delay in the City of Culture, but also some costs being deferred to cover liabilities in respect of the city's role as host for the 2022 Commonwealth Games.	(252,000)	(1,842,271)	(3,121,967)	(4,964,238)
Commercial Developments	Agreed as part of the 2018/19 Financial Outturn Report to support the Council's commercial development projects.	(4,000,000)	(3,750,000)	0	(3,750,000)
2020/21 Outturn Underspend - Provision Against Shocks	Approved as part of the 2020/21 outturn Report to Cabinet in July 2021.		0	(3,000,000)	(3,000,000)
Insurance Reserve	The reserve has traditionally provided financial security for insurance claims arising out of incidents that may have occurred but for which claims have not yet been received. However it is currently funding the pressure within the Insurance Services budget caused by the move of some LEA schools to the Department of Education Risk Protection Arrangement and increased premiums.	(1,698,437)	(721,780)	(1,326,956)	(2,048,737)
Commercial property stock lifecycle	Property stock life-cycle balance including a £500k general sinking fund and £320k slippage in major building and repairs and maintenance work.	(820,000)	(1,066,850)	(370,850)	(1,437,700)
Corporate Property Management	Slippage on large value repairs and maintenance projects to be completed in 2021/22	(253,825)	(220,000)	(1,173,900)	(1,393,900)

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Friargate Lifecycle	A property fund to ensure maintenance costs expected to increase in years 5-10 are not a burden on annual budgets	0	(1,377,507)	0	(1,377,507)
Gigafactory	Contribution approved by Cabinet in February 2021 towards development of plans for a local Gigafactory.	0	0	(1,188,000)	(1,188,000)
2020/21 Outturn Underspend - Pay & Grading	Approved as part of the 2020/21 outturn Report to Cabinet in July 2021.	0	0	(1,000,000)	(1,000,000)
International Children's Games	ICG contribution approved by Cabinet in June 2020.	0	0	(920,000)	(920,000)
Friargate JV Contribution	Approved by Council in September 2020 to support the Friargate Joint Venture and its role to continue the regeneration of the Friargate district.	0	0	(750,000)	(750,000)
Contribution to Major Project Spend	Approved as part of the 2019/20 2nd quarter budget monitoring report to provide funds to support the development of major Council projects.	0	(669,000)	0	(669,000)
COVID19 Emergency Assistance and Clinically Extremely Vulnerable Grants	Grant funding carried forward from 2020/21 to fund Covid related activity into 2021/22.	0	0	(537,000)	(537,000)
Other Corporate Balances	A range of smaller balances set aside for purposes including contributions to the Coventry and Warwickshire Growth Hub (£131k), repayment of Health contributions (£129k) and Hybrid meeting rooms (£150k).	0	(732,846)	201,000	(531,846)
Car Parking General	Budget carried forward to address COVID related temporary parking pressures during 2021-22	(23,583)	0	(500,000)	(500,000)
Sports investment legacy costs	Initially set up to provide cashflow support to Coventry Sport Trust (Fairfax Street), now earmarked for wider sports portfolio inc investment in Gym equipment at Moat House, set up costs for CCDLF and opportunities to reduce Prudential borrowing costs.	(1,278,689)	(545,006)	101,979	(443,027)
2021/22 Budget Support	Reserve balances required to support one-off pressures identified within the 2021/22 Budget Report.		0	(428,000)	(428,000)
Committed to support Cultural strategy and development i.e. DMO	Required to pay Warwick University for Athletics track works as legally required under a lease agreement between the 2 parties and funding for management arrangements at Moat House	0	(318,915)	(62,439)	(381,354)
Transformation Programme Office	This balance is held to fund the short term cost of external consultants or employ temporary posts to support delivery of the council's medium term financial strategy and transformation programme.	(193,934)	(312,932)	1,129	(311,803)
Coventry City Centre Regeneration	City Centre South Project resources. Original Cabinet approval awarded £880k to deliver City Centre South. There is potential to draw down future development costs from the WMCA allocation however this balance needed to de-risk any potentially ineligible but relevant project development costs.	(180,087)	(210,263)	(89,848)	(300,111)
PC Replacement Programme	This represents the smoothing reserve used to manage the rolling corporate programme of laptop & PC replacement. The international impact of the pandemic has lead to longer lead in times for IT equipment purchases necessitating a roll over of resources from the programme to manage orders still to be fulfilled.	0	(219,124)	(68,347)	(287,471)
Our Future Workforce	This reserve contains the resources identified in the Cabinet Member for Strategic Finance and Resources report of 12th October 2017 to support the development and introduction of the workforce programme now detailed within the People Plan	(600,751)	(450,751)	170,380	(280,371)
External Funding and Business Development Team	Reserves earmarked together with core revenue as match funding to lever in new grant.	(278,404)	(242,869)	(16,148)	(259,017)
Housing - Additional Licensing	Ring-fenced account, licence fees paid in advance are required to fund costs in future years.		0	(236,307)	(236,307)
Housing Enforcement and Mandatory Licensing	Ring-fenced account, licence fees paid in advance are required to fund costs in future years.		0	(235,170)	(235,170)
People Directorate Programme Team	This balance represents the Transition Fund established as part of the Connecting Communities Programme, with a clear process of applications and award to organisations.	(273,329)	(262,502)	48,742	(213,760)
COVID-19 Implications	Set aside for unbudgeted staffing costs du to Covid related accrued leave.	0	(120,000)	0	(120,000)
Waste Disposal - Landfill Penalty	Prior year liability for Landfill Tonnage penalties.		0	(188,002)	(188,002)
S4G - skills for growth programme	To be drawn down into revenue to support the programme.	(105,040)	(105,040)	0	(105,040)
Planning Policy	Set aside to fund a Section 106 monitoring post.	(17,397)	(17,397)	(71,369)	(88,766)

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Sustainability & Low Carbon Team	Earmarked to pump prime the funding of staff costs which will be used as match funding for grant income generation and selling business sustain services, which will help achieve the service MTFS commercialisation targets.	(117,413)	0	(86,676)	(86,676)
Community Small Grants	Community Small Grants Scheme expanded to provide recovery support grants to voluntary and community sector organisations impacted directly by the pandemic or by an increase in demand caused by it.	0	(85,655)	(68,971)	(154,626)
Outdoor Education Centre	Contribution towards the 50th Anniversary capital redevelopment to reduce level of borrowing in future years.	(63,313)	(71,094)	3,250	(67,844)
Godiva Event	Residual 20/21 underspend after funding "City centre" events to restore confidence to the high street to generate footfall.		0	(51,000)	(51,000)
Legacy Donation	Bequeathed money from a deceased's estate (external income) for the benefit of residents at Internally Provider Services.		0	(35,563)	(35,563)
Business Services	This reserve has funded new payment kiosks for the customer services centre in 2020/21. The balance of the reserve is needed for completion of digital projects in Customer Services. •Replacement Print Room equipment •Transformational activity to support digitalisation of services in Customer Services Centre as part of transforming Customer & Business Services	(175,000)	(175,000)	144,802	(30,198)
SEN and Disability Information and Advice Support Service	This resource is ring-fenced as part of the contract with the Council for Disabled Children (CDC) to support the Information, Advice & Support Service (IASS) to enable it to fulfil its duties outlined in the Children & Families Act 2014. It has been agreed with CDC that the resource will continue to fund the additional staffing costs currently in place.	(11,029)	(25,100)	(2,514)	(27,614)
Training Adult's Services Commissioning	Training courses for Adult Ed staff which couldn't be delivered due to Covid (where possible, courses were moved online but some specific ones need to be delivered face to face due to physical elements).		0	(21,375)	(21,375)
Theatres and Public Entertainment	Funding for Albany Theatre support and Coventry Music Service proposed move to Drapers Hall	0	(57,091)	36,378	(20,713)
General Events	Resources to support capacity building in the cultural sector now full utilised.	(100,000)	(100,000)	100,000	0
Development Services	Reserve now fully utilised.	(100,000)	(100,000)	100,000	0
Resources Mgt Team & Overheads	Historic minor balance written down to revenue in 2020-21	(2,155)	(2,155)	2,155	0
Taxi Licensing	Ringfenced Account - legal requirement. Licenses are planned to increase to recoup this debit balance.	5,170	13,319	0	13,319
Elections	Smoothing Reserve to manage volatility of Elections costs which vary with fallow year and with timing of grant funded national elections. Previously separate reserves for PCC and European elections. All now merged into this reserve.	(183,611)	165,288	(117,282)	48,006
Kickstart Project	Nil Balance	(1,277,507)	0	0	0
Corporate Adult Social Care	Nil Balance	(1,000,000)	0	0	0
The Employment Support Service (TESS)	Nil Balance	(89,375)	0	0	0
Arts Development and Support	Nil Balance	(25,000)	0	0	0
Policy Contingency	Nil Balance	(15,000)	0	0	0
		(61,658,374)	(79,948,546)	(65,598,336)	(145,546,882)

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Capital					
Useable Capital Receipts Reserve	Receipts generated over recent years plus projection for this year, formerly set aside for future Capital Programme investments/acquisition including: purchase of income earning assets to deliver revenue budget targets, is now being held to support projects within the capital programme including: Friargate hotel site (£4.5m); City of Culture Readiness (£2.3m); Duplex Loan Fund (£1.6m); and Coombe (inc Go-Ape) (£1.3m).	(21,467,391)	(31,099,340)	6,363,147	(24,736,193)
Capital Grants Unapplied Account	Grant funding received in advance of spend, whereby there are no specific grant conditions to spend in the year. The funding reflects the decision made as part of the Council's Corporate Capital Programme.	(1,893,788)	(1,833,639)	6,021	(1,827,619)
		(23,361,179)	(32,932,979)	6,369,168	(26,563,811)
Grant Funded Revenue					
Joint Social Care and Health schemes funded through s256, Care Act Grant and Better Care Fund	The majority of this balance represents Health resources rolled forward through the Better Care Fund relating to schemes impacted by the pandemic (£8.1m). The balance represents a combination of resources rolled forward to meet pressures within Adult Social Care as part of the budget setting process, some further resources for a project in 2021/22 as well as an in year undepend of iBCF resources. These resources are managed through the Adult Joint Commissioning Group as part of the pooled budget.	(4,177,786)	(3,585,624)	(9,682,765)	(13,268,390)
Air Quality Early Measures	Grant received for implementation of the air quality action plan. To be utilised in 2021-22/2022-23	0	(641,115)	(3,875,530)	(4,516,644)
Public Health Staffing & Overheads	The Public Health Reserves is made up of a number of different elements including balances held on behalf of the Clinical Commissioning Group, West Midlands Association of Directors of Public Health, MHCLG, NHSE and WMCA (£150k), match funding for other grants (£174k) and resources to fund specific areas of activity e.g. Lets Ride, Wellbeing for Life, Activity in Parks, HIV testing, Immunisations campaigns.	(787,616)	(783,543)	(229,762)	(1,013,305)
Adult Ed Income including Grants/Fees	This reserve is made up of two elements, 16-19 Bursary (£144k) and Adult Skills (£860k). The year end for Adult Education is 31 July 2021. ESFA / WMCA then undertake a review of delivery over the academic year and adjust resource accordingly. This can result in a clawback of resource, with any clawback amount finalised in November 2021 for the academic year 20/21. Both ESFA and WMCA are making an allowance for the impact of Covid in the academic year 20/21, however, they are not intending to pay the full grant, therefore it is highly likely that there will be clawback when final reconciliations are completed. The bursary element is held for a specific purpose and it is recommended that the remainder is held in reserve to offset financial risk following a DfE consultation on the future of Adult Education funding.	(941,348)	(1,045,269)	40,753	(1,004,516)
Employment Programme	Surplus earned from programmes which is retained for the following reasons: transition from the closure of one grant programme to another without incurring additional closure / set up costs, to support projects during start up and full closure where ability to earn income is significantly curtailed, to cover clawback following Government or EU audit, required to levy investment for new projects where match funding must be provided (e.g. £293k match for Your Vision Your Future from Sept 2021 to Dec 2023). It is anticipated that funds will be required to bridge the resource gap following the end of European Structural Investment Funding (ESIF) in 2023 and the implementation of the UK Shared Prosperity Fund.	0	(467,829)	(393,338)	(861,167)
SFPC-Leeds Family Valued Programme Management	First grant payment for Coventry Family Valued Programme, held on reserve for use in 2021/22. This is when costs will first be incurred on the programme.		0	(639,437)	(639,437)
DFE - Troubled Families	£761k troubled families grant carry forward is committed to fund short term Early Help pressures until an Early Help full service review can be carried out (currently planned for 2022/23).	(1,139,816)	(631,334)	(129,815)	(761,149)
Community Champions	This is the balance of a grant awarded by MHCLG spanning the end of 20/21 and 21/22 to improve work with hard to reach communities who are at risk of COVID .		0	(463,274)	(463,274)
CSW Sport - Management Costs	This balance is a hosted (ringfenced) account on behalf of 7 LA partners within Coventry Solihull and Warwickshire, and not therefore City Council money. The organisation now operates independently and all monies will be transferred to the body now named 'Think Active', during 21/22	(311,518)	(303,078)	(110,858)	(413,936)

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Individual Electoral Registration	Additional costs of IER have been funded by the Cabinet Office, however it is unclear how long the additional funding will continue. A decision was made when IER was introduced to maintain a reserve to manage this uncertainty around future funding whilst additional costs are being incurred.	(466,230)	(494,591)	143,423	(351,168)
Council Tax Hardship Fund	Unspent Council Tax Hardship Fund grant received in 2020-21 to be applied to Community Support Grant scheme in 2021-22.	0	0	(322,741)	(322,741)
Connecting Communities	To continue funding specific Migration projects (EMAS & IGNITE). Grant received in advance so carried forward to when it will be needed.	0	(499,480)	295,306	(204,174)
Migration Project B	To deliver the requirements of the grant conditions for the Syrian Vulnerable Persons Resettlement Scheme and the Resettlement of Vulnerable Children's Scheme, for people arriving in the City since November 2017. This includes £103K specifically for children's education requirements under the grant regime.	(173,960)	(126,538)	(146,966)	(273,504)
West Midlands Teaching Partnership (DFE)	Coventry City Council is leading this partnership and therefore holds the grant funding on behalf of all partners. This reserve is due to slippage or cancellation of events already included on grant submission form.	(19,533)	(41,825)	(69,890)	(111,715)
Looked After Children	The Children and Social Work Act 2017 amended the Children Act 1989 to introduce a new duty on local authorities to promote the education of certain previously looked-after children. A new burdens grant has been received and this is being used to fund a new post to carry out these duties. As this new burdens grant has continued to be received annually instead of time limited as originally thought, the balance will be reviewed in 2021/22.	(30,000)	(76,902)	(29,284)	(106,186)
SEN Reforms Grant	This is the remaining balance of our SEN Reforms Grant funding. It has been factored in to High Needs budget setting for 2021/22 and will be fully utilised by the end of the year.	(408,642)	(78,123)	0	(78,123)
West Midlands Commissioning Hub	Underspend on partner contributions in 20-21, partly as a result of no events / conferences occurring. Agreed with relevant board that these could be carried forward, and spent in 21-22.		0	(75,379)	(75,379)
European City of Sports	International Childrens Games funding	(55,000)	0	(73,000)	(73,000)
Holiday Activities and Food Programme	Grant balance for the Holiday Activities and Food (HAF) Programme. This grant was provided to local authorities to coordinate free holiday provision, including healthy food and enriching activities, for children who receive benefits-related free school meals.	0	0	(70,481)	(70,481)
Independent Living and Practice Development	This is made up of 3 elements of funding received to support development of Social Workers as well as funding for part of a post. Funding has come from Cov Uni, BCF and Skills for Care	(33,901)	(44,347)	320	(44,027)
DFE Early Adopters grant	National Assessment and Accreditation System for social workers.	(198,600)	(132,057)	89,370	(42,687)
Home Office-Proceeds of Crime Scheme	Funds specific anti-crime schemes. Some being used to fund apprentice.	(60,958)	(48,579)	6,733	(41,846)
Growth Funding	Grant Funding for staff to administer growth deal projects	0	0	(40,000)	(40,000)
Fuel Poverty Grant & DECC Fuel Poverty Project	Switch & Save initiative. Further activity planned	(27,385)	(27,385)	0	(27,385)
Pension Costs (Grants)	Funding to offset future years staff liability costs for old Coventry Polytechnic.	(35,104)	(31,467)	4,542	(26,925)
Apprentice Strategy	Financial assistance to support any apprentice or young person on new Work Experience programme for school leavers that might need it Funding any additional apprenticeship development or marketing above £1K budget	0	(12,500)	(5,000)	(17,500)
SALIX Project	Not City Council resources. A revolving fund to provide small energy saving initiatives funding with paybacks	9,020	11,580	(28,203)	(16,624)
Homelessness	Grant carry forward to pay for Housing Advisor contract.	0	(39,200)	24,000	(15,200)
Adoption Support Fund	This is a historical excess balance, due to be repaid to the funding body.	0	0	(14,723)	(14,723)

Title	Description	Apr-19	Apr-20	Movement	Apr-21
Community Safety	Grant carry forward from WMPCC	0	(7,175)	(5,000)	(12,175)
Recover of overpaid Salaries	To fund repayments to schools for salary overpayments in future year or to fund write offs if never repaid. Only due to schools when/if overpaid person repays.	(29,704)	(15,622)	7,455	(8,167)
Youth Offending Service	Underspend on PCC grant, due to lower ECR case load where this is usually spent. Agreement made with the awarding body that this could be spent in 21-22.	0	0	(7,924)	(7,924)
Libraries	This is made up of two elements: 1) Grant received from Libraries Connected to fund projects associated with "Novels that Shaped our World". Money will be used for day-long events including commissioning artists and performers to develop creative and fun responses to the novel. 2) Grant to fund a project called Reading Friends which the DCMS have funded via the Reading Agency to reach isolated and vulnerable people through the power of reading.	0	(1,000)	(5,130)	(6,130)
Trading Standards & Consumer Protection	To be moved into revenue 2021/22	(5,394)	(5,394)	0	(5,394)
COVID Advisors	Grant funding for COVID marshalls/advisors from central government. There was a small amount of grant remaining from 2020-21 which will be applied in 2021-22.		0	(1,340)	(1,340)
London Road Cemetery	Nil balance.	(78,258)	(88,724)	88,724	0
Exceed in Coventry	Nil balance.	(10,769)		0	0
Lifelong Links	Nil balance.	(139,264)	(139,264)	139,264	0
Ministry of Justice Funding	Nil balance.	(133,339)	0	0	0
DEFRA Recycling Champions	Nil balance.	(150,549)	0	0	0
Preventing Homelessness	Nil balance.	(927,728)	0	0	0
Children in Need Targetted Support	Nil balance.	22,370	0	0	0
Routes to Ambition	Nil balance.	(30,023)	0	0	0
ESF Ambition Project - Project management team, provider payments and internal projects	Nil balance.	(141,618)	0	0	0
Connect Me	Nil balance.	(54,276)	0	0	0
Controlling Migration Fund	Nil balance.	(312,073)	(294,010)	294,010	0
		(8,888,081)	(9,650,396)	(15,285,939)	(24,936,335)
Schools and Extended Learning Centre					
Schools (specific to individual schools and ELCs)	Dedicated Schools Grant Reserves owned and controlled by individual schools. Subject to existing legal framework for schools. Reported to Schools Forum.	(20,308,786)	(17,889,759)	(4,188,923)	(22,078,682)
Schools (related to expenditure retained centrally)	Dedicated Schools Grant Reserve central expenditure reserve. Grant must be used to support the Schools Budget as defined in the School and Early Years Finance Regulations. Usage is reported to and monitored by the Schools Forum.	(6,154,452)	(3,368,603)	(1,508,841)	(4,877,444)
Extended Learning Centre	Dedicated Schools Grant Reserves owned and controlled by extended learning centres. Subject to existing legal framework for schools. Reported to Schools Forum.	(456,444)	(250,596)	(25,435)	(276,031)
Woodlands	Woodlands ongoing running costs of site	0	(118,785)	(100,000)	(218,785)
		(26,919,682)	(21,627,743)	(5,823,199)	(27,450,942)
		(120,827,316)	(144,159,663)	(80,338,307)	(224,497,970)



Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board

Date: 15 September 2021

Subject: ICT & Digital Updates – Asset Register & System Monitoring

1 Purpose of the Note

- 1.1 To inform Finance and Corporate Services Scrutiny Board of the position with regards to ICT & Digital assets and our approach to monitoring uptime of systems.

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, Head of ICT & Digital, 024 7697 1381

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ICT & Digital

Updates for Finance and Corporate Services Scrutiny Board

- Asset Registers
- Monitoring of ICT & Digital Systems

15th September 2021



Asset Registers: A high level health check of ICT & Digital assets within the organisation

Our general approach to management across our various types assets is a balancing act....

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Cost efficiency:
Making sure we get the most value out of the investment in the asset

Performance of the asset:
Making sure that the asset continues to meet our performance expectations and requirements

Compliance:
Making sure that the asset meets the compliance requirements for the organisation e.g. cyber security regulations



As an example of the above, as we go through the slides you will see some assets are showing as out of warranty. We assess our assets against the above three principles and utilise extended support agreements, where required, to ensure we get the most value from our assets

Asset Registers: A high level health check of ICT & Digital assets within the organisation



Users: Up to 5500 across Corporate Employees, Non-Payroll Employees, Agency



Laptops: 5000 devices

- 4020 in warranty
- 780 out of warranty due for refresh April 2022



Operating system - Laptops:

- 4020 Devices running Windows 10, 780 Windows 8 Devices.
- Laptop refresh paused due to Pandemic. Plans to resume April 2022, focusing on Windows 8 Devices.



Mobile phones: 2800 devices

- 300 in warranty
- 2500 out of warranty due for refresh 2022/23



Business Applications:

- Around 200 line of business applications (the systems that our users use to complete their duties)
- Very mixed estate of modern and older applications
- Where it is economically viable we are increasingly using cloud hosted applications (where the system is provided for use by the supplier without the need for us to have any infrastructure on premise to run it)

Asset Registers: A high level health check of ICT & Digital assets within the organisation



Servers: ~530 servers predominately virtualised, with 70 physical servers:

- 30 in warranty
- 40 out of warranty but with extended support

Server Infrastructure = Specialised computers or hardware that host or run things accessed from another device. Servers will run an operating system and then specialised software to do a specific task/function. This maybe be hosting a website, storing usernames and passwords, holding databases for other applications.

Operating system - Server:

- Windows Server 2008: During pandemic replaced or decommission 183 servers including upgrading or replacing 35 systems. 5 systems remaining
- Windows Server 2012: Programme in place to upgrade / migrate all 164 servers in this category



Network assets:

- The majority of our critical network infrastructure was replaced 4-5 years ago and is subject to regular patching and maintenance.
- Currently working on a modernisation programme for how our network works in line with industry best practice



Network Infrastructure = Collection of devices and cables that provide connectivity (allow devices to talk to each other) between buildings, servers and the outside world. This may be routers, switches, wireless access points, fibre etc. (More complicated versions of your home router, being done via multiple devices).



Database platforms: 5 physical servers

- Recently changed approach to improve licensing position and create “easier” disaster recovery position reducing from 18 servers to 5

Database Platform/Server Software = The underlying software used to run/host a database. Such as Microsoft SQL Server, Oracle, Ingress etc. It’s like a fridge (database platform), where you put your food (databases). It looks after them, until your ready to consume (or access) data.



Storage Area Network (SAN)

- Currently migrating data to a new SAN, due for completion this calendar year. General life expectancy of SAN is 5 years.
- The new SAN has a 330TB capacity this is enough storage for:
 - 82.5 million photos; or
 - 165,000 hours of film; or
 - 2.15 billion document pages (word/pdf) equal to 429,000 filing cabinets of paper

Storage Area Network (SAN) = Specialised hardware and software that act as a giant hard disk drive. This is where data, files, folders etc. all gets stored.

Once migrated we will be storing around 240TB of data on the SAN (72% of the total capacity).

It is important that everybody continually undertake housekeeping on the data stored.

Additional capacity can be added to the SAN if required.

It should also be noted that our Office 365 subscription (providing our Email, Teams, Intranet etc.) gives us access to 58TB of file storage of which we are using 5.5TB

Asset Registers: A high level health check of ICT & Digital assets within the organisation



Proactive:

- Scheduled Monthly Maintenance windows: where servers are patched, upgraded and maintained with the latest bug and security fixes. Including other routine maintenance to keep things running.
- Scheduled Network Maintenance windows: where network/connectivity/firewall devices are patched and maintained with the latest bug and security fixes. Including resiliency testing and other routine maintenance to keep things running.
- Continued patching and maintenance of laptops. Changed to a 14 day patching cycle in line with National Cyber Security Centre recommendations.
- Constant checking of system lifecycles / end of support dates to keep us up to date, compliant and secure.

Challenges:



- Such a broad range of service area's, with different technology needs across the organisation
- Balancing the need for maintenance and upgrading of systems and infrastructure with organisational needs and expectations.
- Handful of 'Legacy' systems that create a challenge, especially regarding external compliance, in terms of the age of infrastructure required for them to run.
- Mobile phones
 - Looking to control costs, reduce budgets but demand for mobile phones is increasing. Growing assumption that every employee is entitled to/requires a mobile phone.
 - Increasingly stringent security requirements i.e. need to block older and/or non-updated personal and corporate devices from accessing council systems.

Monitoring of ICT & Digital systems: How systems are monitored and what the uptime of our core systems is

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Over the last 12 months we have been developing our use of a monitoring system called UptimeRobot.

This checks systems periodically to see if they are accessible (I.e. up or down). Primarily this has been used to monitor systems that are public facing (accessible via the Internet), more recently we have developed our approach to include a level of monitoring on our internal systems.

At present we are monitoring 47 of our systems/services using this method

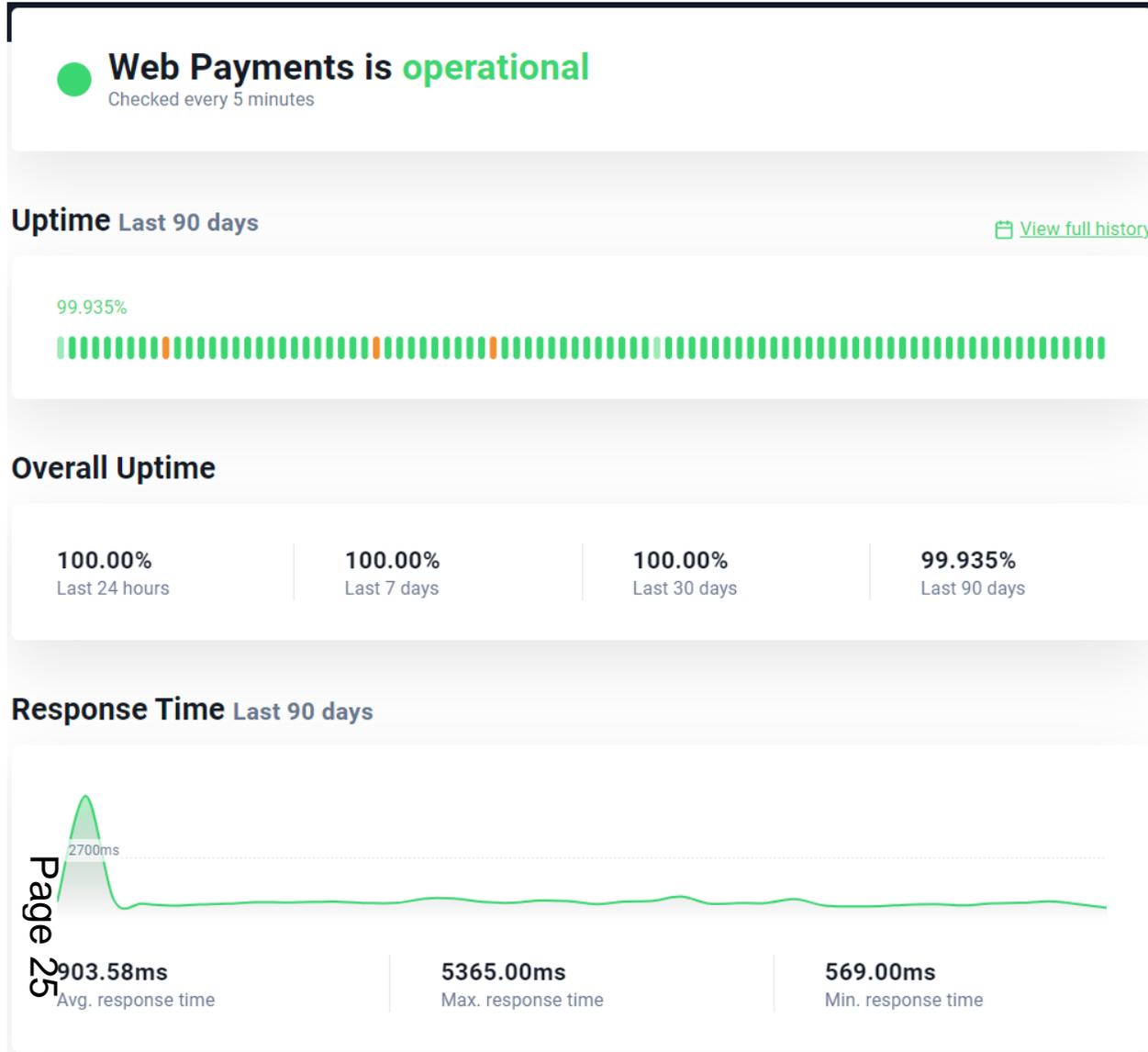
Example summary monitor:



UptimeRobot monitors end systems, we also have in depth and more technical monitoring of infrastructure components. Teams within ICT & Digital use these monitoring tools to check the health of the underlying components for our infrastructure.

Monitoring of ICT & Digital systems: How systems are monitored and what the uptime of our core systems is

Detailed example using the monitor of our Web Payments solution:



Recent events

- Running again**
July 25, 2021, 07:20 GMT +00:00
- Down for 3 minutes**
The reason was **Connection Timeout**.
Details:The response took so long that the connection timed out.
July 25, 2021, 07:16 GMT +00:00
- Running again**
July 11, 2021, 06:43 GMT +00:00
- Down for 8 minutes**
The reason was **Connection Timeout**.
Details:The response took so long that the connection timed out.
July 11, 2021, 06:34 GMT +00:00
- Running again**
July 11, 2021, 04:12 GMT +00:00



Looking forward:

- Continue to develop and enhance our approach to monitoring to include more systems and other asset types
- Looking to develop an approach to monitor system performance as well as availability. For example a system might be available but if it takes 30 minutes to log in or perform a search it would be pretty much unusable. We are looking at ways to monitor system performance/usability.

Challenges:



- Monitoring uptime can result in a number of false positives and false negatives due to complexity of how systems are delivered
- Measuring a system can be accessed does not necessarily mean that it is usable
- Organisational “operating hours” need to be redefined, especially since working through the pandemic, to define when systems are needed to be operational
- The higher the level of availability expected from the organisation does create pressure on out of hours support and creating space for system maintenance windows
- Over the pandemic we have had a number of issues reported that have been related to users home internet connections – it is not easy to monitor or manage infrastructure that is outside of our control.
- We need to start to understand usage patterns and expectation from both our customers and our users. Ensuring systems are available 9-5, 5 days a week is no longer enough as people are working different patterns and customers are expecting to be able to access services at different times.



Thank you



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Please see page 2 onwards for background to items

7th July 2021
<ul style="list-style-type: none">- Digital Update- Customer Services
15th September 2021
<ul style="list-style-type: none">- Reserves Balances- ICT & Digital Updates – Asset Register & System Monitoring
13th October 2021
<ul style="list-style-type: none">- Financial Impact of COVID-19- Equality, Diversity and Inclusion- New Ways of Working
1st December 2021
<ul style="list-style-type: none">- Medium Term Financial Strategy
26th January 2021
<ul style="list-style-type: none">- Financial Management Code
30th March 2021
-
2021/2022
<ul style="list-style-type: none">- Social Value and Sustainability Policy- Procurement Strategy- HR Update- Digital Inclusion- Customer Services

Date	Title	Detail	Cabinet Member/ Lead Officer
7th July 2021	- Digital Update	To provide the Board with the opportunity to scrutinise the work being done on Digital.	Cllr Brown/ Cllr Hetherton/ Cllr Lloyd/
	- Customer Services	To provide an update the performance of customer service, including the impact of COVID-19 on service delivery.	Cllr Brown/
15th September 2021	- Reserves Balances	To receive an update on the position of Council Reserves and identify recommendations for the Cabinet Member.	Cllr Brown/ Paul Jennings
	- ICT & Digital Updates – Asset Register & System Monitoring	To review the position with regards to ICT & Digital assets and the approach to monitoring uptime of systems.	Cllr Hetherton/Paul Ward
13th October 2021	- Financial Impact of COVID-19	To receive an update on the item first taken in October 2020 regarding the financial impact of COVID-19.	Cllr Brown/ Barrie Hastie/ Paul Jennings
	- Equality, Diversity and Inclusion	To include scrutiny of the People Plan and workforce engagement.	Cllr Brown/ Grace Haynes
	- New Ways of Working	To consider new ways of working at CCC following acceleration of the programme post Covid-19. Customer Service Directorate, Children's Services and a range of directorates. Including training and development.	Cllr Brown/ Cllr Hetherton / Susanna Newing
1st December 2021	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process. Please note the date of the meeting will move to enable SB1 to consider the MTFs before it goes to Cabinet. Normal reporting timescales have changed due to Covid-19.	Cllr Brown /Barrie Hastie/ Paul Jennings
26th January 2021	- Financial Management Code	The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities. By complying with the principles and standards within the code authorities will be able to demonstrate their financial sustainability. This item will examine Coventry's progress towards meeting the FM Code principles.	Cllr Brown/ Barrie Hastie/ Paul Jennings

SB1 Work Programme 2021/22

Date	Title	Detail	Cabinet Member/ Lead Officer
30 th March 2021	-		
2021/2022	- Social Value and Sustainability 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 Brown / Mick Burn
	- Procurement Strategy	The Procurement Strategy is being revised and this meeting will enable SB1 to input into its development before it is agreed by Cabinet/ Council.	Cllr Brown/ Mick Burn
	- HR Update	To include the implementation of the Equality, Diversity and Inclusion Policy, One Coventry Values and an update on the People Plan.	Cllr Brown/ Sue Newing
	- Digital Inclusion	This item was identified at the meeting on 7 th July 2021	
	- Customer Services	This item is to follow up on the item at the meeting on 7 th July 2021.	

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