



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 19th January, 2022

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 1 December 2021 (Pages 3 - 6)

(b) Matters Arising

4. **Coventry Connects** (Pages 7 - 8)

Briefing note

5. **CIPFA Financial Management Code** (Pages 9 - 18)

Briefing note

6. **Work Programme and Outstanding Issues** (Pages 19 - 22)

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, 11 January 2022

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair carolyn.sinclair@coventry.gov.uk

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 limited 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 officer below 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
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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, 1 December 2021

Present:

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

Other Members: Councillor R Brown, Cabinet Member for Strategic Finance
 and Resources

Employees:

V Castree, Law and Governance
B Hastie, Director of Finance
P Jennings, Finance
C Sinclair, Law and Governance

Apologies: Councillor J Blundell, K Maton and B Mosterman

Public Business

20. Declarations of Interest

There were no declarations of interest.

21. Minutes

The Minutes of the meeting held on 13 October 2021 were signed as a true record. There were no matters arising.

22. Medium Term Financial Strategy 2022-25

The Board considered a report of the Director of Finance which presented the Medium Term Financial Strategy (MTFS) for adoption by the City Council. The previous strategy had been approved as part of the 2021/22 Budget Report in February 2021. The Strategy set out the financial planning foundations that supported the Council's vision and priorities and the financial and policy context for the Council's current Budget process. Cabinet would consider proposals within the Pre-Budget Report at their meeting on 14 December and the final Budget Setting Report would be brought to Cabinet and Council in February 2022.

The executive summary detailed the national funding background to the MTFS and indicated that the Council will need to maintain dynamic financial models that take account of changes in its medium-term budget position and ongoing re-evaluation of its Capital Programme. These will be set out fully at the point of decision making.

In summary, the key national and local contexts that frame this Strategy included:

- A paramount need to protect the most vulnerable people in the city;
- Expectations on the Council to maintain service levels and standards across a wide range of core services, in part redefined within an updated set of policy priorities;
- A comparatively high rate of local population growth causing greater demand and expenditure pressures in areas such as social care, waste disposal and housing;
- Any growth in the level of government resources within a revised local government funding framework being absorbed by spending demands, especially within social care sectors;
- A Business Rates retention system emphasising the continued importance of promoting growth in the local economy;
- A very large Capital Programme which defines the Council's aspirational outlook, but which establishes a major programming and logistical challenge in order to deliver it.

Taken together, these factors represented a combination of limited resources, challenging underlying economic and demographic conditions, increased demand, pressure to sustain the quality of services and new challenges represented by government reform and local structural and governance relationships. In these circumstances it was crucial that the Council's financial strategy was both robust and flexible. This would provide the financial foundations required to ensure that Council services were fit for purpose to protect the most vulnerable as well as providing good core services for every citizen in the city.

The report also stated that the MTFS rested on the principles, visions and priorities set out for the City within the One Coventry Council Plan 2016-2024, which was currently being refreshed via a process that should be concluded in the first half of 2022. This would include a revised set of corporate priorities and performance measures. The MTFS would need to ensure through appropriate resource allocation decisions that it supports this plan once it has been established, alongside the fundamental aims of delivering a balanced budget and enabling the Council to fulfil its statutory duties.

The Board questioned Officers and received responses on a number of matters raised in the briefing note and Officer's presentation including:

- The financial assumptions in respect of pay budgets
- The role of the West Midlands Combined Authority in maximising investment in the City to maximise growth and co-ordinate services across the sub-region
- Council revenue reserves for Adult Social Care
- The importance of Councillors being kept updated on any emerging risks in detail to allow early scrutiny.
- Format of reports
- Engagement in partnership working including better communication with the Voluntary Sector

- Greater public visibility needed in respect of the transformation programme and budget limitations.

RESOLVED that the Board note the Medium Term Financial Strategy 2022-25 report and recommend to the Cabinet Member for Strategic Finance and Resources:

- **That progress against the transformation programme be heightened by regular reporting to Members.**
- **That reports should be both detailed in content and presented in an easy to understand format.**
- **That information on both the Transformation Programme and budget limitations are communicated to the public.**
- **That communication with voluntary bodies and community sector organisations is improved.**

23. **Financial Impact of COVID-19**

The Board considered a briefing note which provided an update on the financial impact on the Council resulting from the COVID-19 pandemic.

The details were in the context of

- The difficulty in separating accurately the impact of Covid from the state of the Council's underlying position (e.g. the number and cost of looked after children).
- The country continues to be affected markedly by COVID-19 and the financial affects remain fluid and subject to future events.

The briefing note considered the following:

- Overall level of 2021/22 Covid funding
- Latest Covid Impact within the September return to Government.
- 2021/22 Quarter 2 financial reporting.
- Business Grants
- Potential medium-term budget impacts

The Board questioned Officers and received responses on a number of matters raised in the briefing note and Officer's presentation including:

- Potential impact of the new Omicron variant
- Impact on car park revenue and underused workplaces due to more staff working from home
- Ensuring data on Government funding and how it's used to be communicated to residents

Following discussion around the wide-ranging effects arising from the ongoing pandemic, the Board asked that a report be brought to a future meeting to further scrutinise the impact this had on working practices.

RESOLVED that the Board receive a briefing note at the earliest opportunity on 'New Ways of Working' to include the operation and impact of the flexible working policy.

24. **Work Programme and Outstanding Issues**

The Board noted the Work Programme which would be updated to include a report on New Ways of Working (Minute 23 above refers)

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

There were no other items of public business.

(Meeting closed at 12.00 pm)



Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board (1)

Date: 19th January 2022

Subject: Coventry Connects

1 Purpose of the Note

- 1.1 Finance and Corporate Services Scrutiny Board requested an update on customer services and the customer journey. There is an emerging workstream which is looking at this entitled 'Coventry Connects'.

2 Recommendations

- 2.1 Finance and Corporate Services Scrutiny Board note the progress to date, and future plans including opportunities for engagement with scrutiny, regarding the emerging Coventry Connects workstream which is focussed on enhancing the delivery of services at Coventry City Council.

3 Background and Information

- 3.1 The Board will receive a presentation at their meeting on 19th January which outlines the emerging Coventry Connects workstream.

Victoria Castree
Scrutiny Co-Ordinator
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Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board (1)

Date: 19th January 2022

Subject: CIPFA Financial Management Code

1 Purpose of the Note

- 1.1 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. The Scrutiny Board 1 work programme includes an item to examine Coventry's progress towards meeting the FM Code principles.

2 Recommendations

Members of Scrutiny Board are recommended to:

- 2.1 Note the contents of the assessment of the "direction of travel" compliance with the CIPFA Financial Management Code included in Appendix A.
- 2.2 Identify any recommendations for the Cabinet Member (Strategic Finance and Resources) to consider future actions to strengthen the Council's compliance with the Code.

3 Information/Background

- 3.1 CIPFA's Financial Management Code (FM Code) provides guidance for effective and sustainable financial management in local authorities, helping to provide assurance that authorities are managing resources effectively.
- 3.2 The Code requires authorities to demonstrate that the processes they have in place satisfy the principles of good financial management. It identifies risks to financial sustainability and introduces a framework of assurance. Complying with the standards set out in the FM Code is the collective responsibility of elected members, the Chief Finance Officer and their professional colleagues in the leadership team. Complying with the FM Code will help strengthen the framework that surrounds financial decision making.
- 3.3 The broad headings of the CIPFA FM Standards in the Code which local authorities should comply with are:
- Responsibilities of the CFO and Leadership Team
 - Governance and Financial Management Style
 - Long to Medium Term Financial Management
 - The Annual Budget
 - Stakeholder Engagement and Business Plans
 - Monitoring Financial Performance
 - External Financial Reporting
- 3.4 The first full year of compliance to the Code is 2021/22. However, CIPFA has reviewed this in light of the COVID-19 and concluded that 'whilst the first full year of compliance can remain as 2021/2022, it can do so within a more flexible framework where a proportionate approach

is encouraged. In practice this is likely to mean that that adherence to some parts of the Code will demonstrate a direction of travel'.

- 3.5 The Council's Senior Leadership Team has assessed the Council's compliance against the Code and given each criteria a risk rating. This is shown in the table at Appendix A. This demonstrates that the Council is already meeting the large majority of the Code standards, with three areas rated as amber. Actions have been identified to address this element as well as some minor actions to improve performance against other areas. Overall, the Council has satisfied CIPFA's requirement to demonstrate a direction of travel towards full compliance of the Code during 2021/22.
- 3.6 It is proposed that the Council's compliance with the FM Code is review annually as part of the Council's annual process to update its Annual Governance Statement process.

Name Paul Jennings
Job Title Finance Manager (Corporate Finance)
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CIPFA Financial Management Standards – Self Assessment

Ref.	CIPFA Financial Management Standard	Current Status	Planned Developments	Rating
1	Responsibilities of the CFO and Leadership Team			
A	The leadership team is able to demonstrate that the services provided by the authority provide value for money	<ul style="list-style-type: none"> A well-established Annual Financial Cycle (AFC) set of processes is in place including: Medium Term Financial Strategy (MTFS); budget setting; in year monitoring and year end reporting. Within these, capital, revenue, commercial investment and treasury aspects are integrated, with the management of the associated risks being a key element. Performance reporting is undertaken through the One Coventry Performance Plan, including an extensive suite of indicators and relevant benchmarking. The wider performance management framework of under the Plan sets out the values and behaviours that support and enable the delivery of the plan. All reports to member bodies and service management teams include financial implications and risk management sections as standard. Senior finance staff contribute to reports with financial implications as authors, contributors or approvers, as appropriate. Contract Procedure Rules set out processes to ensure probity, transparency and value for money in procurement. Both Internal Audit and External Audit include value for money within their remit. The developing One Coventry Plan is central to ensuring that the Council secures long term value in providing services 	Development and roll out of the One Coventry Plan and accompanying programme of activity	AMBER
B	The Authority complies with the CIPFA “Statement of the Role of the CFO in Local Government”	<ul style="list-style-type: none"> The Chief Operating Officer is the Authority’s s151 officer and is a key member of the Strategic Leadership Team, helping it to develop and implement strategy, as well as resource and deliver the Council’s strategic objectives. The Council’s most recent “The Role of the Chief Financial Officer” assessment in April 2021 concluded that the 5 principles laid out in CIPFA’s Statement on the Role of the Chief Financial Officer in Local Government are met. The Assessment is reviewed annually as part of the review of effectiveness which underpins the Annual Governance Statement. 		GREEN

2		Governance and Financial Management Style		
C	The Leadership Team demonstrates in its actions and behaviours responsibility for governance and internal control	<ul style="list-style-type: none"> • The One Coventry Values and Behaviours framework sets out what the Council stands for and how those values are translated into day to day actions throughout the Council. The Directors of the organisation meet weekly to monitor progress against the Council's identified priorities. • The Annual Governance Statement is included in the Statement of Accounts. • Strategic Leadership Team (SLT) meets weekly and consists of Chief Executive, Chief Operating Officer (S151), Chief Partnership Officer, Director of HR and OD and Director of Law and Governance (Monitoring Officer). It monitors/role is to oversee the governance of the organisation, understand areas of arising and ongoing risk and ensure corporate oversight. • The Constitution is at the core of the framework of governance and internal control, with key elements of governance and control:- <ul style="list-style-type: none"> – Codes of conduct for officers and members; – Procedure rules across a number of areas, including finance and contracts; – An Ethics Committee charged with promoting and maintaining high standards of conduct; – Audit & Procurement Committee, giving independent assurance – Corporate Governance Steering Board and Procurement Panels – All reports to Member bodies are required to include, amongst other things, a financial implications section and legal implications section that is signed-off by a senior finance and legal officers, as authors, contributors or approvers, as appropriate. 	Development and roll out of the One Coventry Model	GREEN
D	The authority applies the CIPFA/SOLACE "Delivering Good Governance in Local Government: Framework (2016)"	<ul style="list-style-type: none"> • Coventry City Council has an approved Code of Corporate Governance, which is consistent with the principles reflected in the CIPFA / SOLACE framework and guidance Delivering Good Governance in Local Government (2016), the key elements of which are: <ul style="list-style-type: none"> – a governance / internal control environment that supports the Council in establishing, implementing and monitoring its policies and objectives; – a One Coventry Plan which sets out the Council's long-term vision and priorities for the city and affirms the Council's commitment to do this by maximising the use of its assets and reducing its operating costs, and through active communities and empowered citizens. 	Development and roll out of the One Coventry Plan	GREEN

E	The financial management style of the authority supports financial sustainability	<ul style="list-style-type: none"> • Characteristics of the Council’s financial management style: <ul style="list-style-type: none"> – a balance of stewardship and enabling (delivering accountability, supporting performance & enabling transformation); – a consistent structure and approach to delegation of financial responsibilities and authority – financial management based on budget holder responsibility, supported by finance staff aligned to service delivery structures, including finance staff attendance at Service Management Teams; – dedicated finance Business Partner resources to ensure the quality, relevance and timeliness of the provision of financial advice; – all reports to Member bodies are required to include, amongst other things, a financial implications section that is signed-off by a senior member of finance staff, as authors, contributors or approvers, as appropriate; – at a scheme/project level, the approval of proposals is based on business cases, with the consideration of all the options available and the full assessment of risk; – a well-established Annual Financial Cycle (AFC) process across budget setting, in year monitoring and year end reporting exists, integrating capital, revenue, commercial investment and treasury aspects, and the associated risks; – S151 officer as an integral member of the SLT; – a comprehensive suite of finance training for managers. 	Continue to develop the skills of managers to ensure that they have access to performance and financial information to deliver services effectively	GREEN
3 Long to Medium-Term Financial Management				
F	The authority has carried out a credible and transparent financial resilience assessment	<ul style="list-style-type: none"> • The formal budget resolutions include the S151 Assurance Statement on the robustness of reserves and estimates. • A reserves strategy is approved as part of the suite of budget papers on an annual basis establishing that the level of reserves held by the Council is prudent for the Authority to hold, taking into account risk. • The MTFS includes a wide assessment of the spend and resource issues facing the Council, as well as the key financial strategies and policies that underpin the budget and medium term programme. • The CIPFA resilience index has been used on an informal basis. The authority is informed by the principles that underpin the index and has been able to adjust its position for some elements where resilience has been perceived to be at risk. 	Report the Council’s status in the CIPFA Resilience Index to help manage strategic risk.	AMBER

G	<p>The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members</p>	<ul style="list-style-type: none"> • The AFC is the process through which the Council ensures that its plans are financially sustainable, with the wider budget setting report at the core of the AFC, integrating key plans and strategies, including: <ul style="list-style-type: none"> – multi year financial plans based on the integration of revenue and capital activities, brought together within a MTFS; – a Capital Strategy; – a Treasury Management Strategy; – a Minimum Revenue Provision Policy; – a Commercial Investment Strategy; – a Reserves statement. • The formal output of the AFC is the culmination of a much wider and extensive process of member engagement and consultation, through informal and semi-formal arrangements. This allows issues to be considered in significant detail, enhancing the robustness of strategic financial management/p and policy decision making. • The establishment of Coventry Municipal Holdings Ltd together with the associated monitoring and reporting processes, provides a base on which strong governance can be achieved in respect of commercialisation through City Council companies; • To order to further develop the Council’s approach to managing strategic risk in respect of commercialisation, external advice has been sought from the City Council’s standing treasury management advisors. 		GREEN
H	<p>The authority complies with the CIPFA “Prudential Code for Capital Finance in Local Authorities”</p>	<ul style="list-style-type: none"> • Capital, treasury and investment activities are managed line with the Prudential Code for Capital Finance in Local Authorities, as well as associated statutory guidance (e.g. Investment Guidance; Minimum Revenue Provision Guidance; Treasury Management Guidance). • Fundamental to this is the approval of the Capital, Treasury Management and Investment Strategies, as part of the wider budget setting report(s), and the subsequent monitoring and reporting of activity against these during the year. 	<p>The impact of changes in CIPFA’s Prudential Code will be incorporated into future plans as required.</p>	GREEN

I	The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans	<ul style="list-style-type: none"> Multi year revenue and capital programmes developed through the MTFS bring together spend and resourcing plans, and are approved as part of the budget report, being subsequently updated and rolled forward annually: <ul style="list-style-type: none"> 5 year capital programme with resourcing approved for the term of the programme; 3 year revenue programme balanced for the first year of the programme, with future year pressures highlighted. Future years spend pressures are highlighted within the budget report and managed through an established rolling budget setting process incorporating informal and formal engagement with members and stakeholders, a key driver of which is the allocation of resources in accordance with the priorities of the Council and the financial sustainability of the Council. Uncertainty surrounding future resource settlements, including in some years the lack of multi-year settlements, can limit the ability to set detailed multi-year programmes other than at an indicative level. 		GREEN
4	The Annual Budget			
J	The authority complies with its statutory obligations in respect of the budget setting process	<ul style="list-style-type: none"> The Council approves an annual balanced budget that enables the S151 Officer to positively comment on the robustness of the estimates and the adequacy of the proposed financial reserves (s25 assurance statement). The annual budget is supported with full information and is approved as part of a wider integrated capital and revenue report, including the treasury and commercial investment strategies. 		GREEN
K	The budget report includes a statement by the CFO on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves	<ul style="list-style-type: none"> Section 5.1 and Recommendation 2 of the Budget Report 2021/22 includes such statements: https://internaldemocraticservices.coventry.gov.uk/documents/s49508/Budget%20Report%202021-2022.pdf 		GREEN

5 Stakeholder Engagement and Business Plans				
L	The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan, and annual budget	<ul style="list-style-type: none"> • Consultation with stakeholders is undertaken in setting the annual budget and capital programme, including the statutory consultation with business ratepayers and consultation with the trade unions. • Stakeholder involvement is integral to the development and implementation of major projects and capital schemes, from both a financial and service delivery perspective e.g. MRF, City of Culture, Station redevelopment • Wider consultation with residents is embedded as part of the engagement around the organisation's priorities and objectives. 	Significant consultation is due to take place in early 2022 on the One Coventry Plan.	GREEN
M	The authority uses an appropriate documented options appraisal methodology to demonstrate the value for money of its decisions.	<ul style="list-style-type: none"> • The Council uses a range of option appraisal methodologies appropriate to the project. • Business cases are required as a matter of course, which set out the rationale for the project/proposal, the capital and revenue costs, the resourcing of those costs, payback period if appropriate and project risks. The size and form of the business case is proportionate to the scale of the decision. • Procurement decisions are documented and reported to the relevant Procurement Panel. 		GREEN
6 Monitoring Financial Performance				
N	The Leadership Team takes action using reports enabling it to identify and correct emerging risks to its budget	<ul style="list-style-type: none"> • The AFC process allows for a prompt and proactive response to emerging risks and for mitigating actions to be identified through: <ul style="list-style-type: none"> – Quarterly financial monitoring through service management teams, based on clear budget holder responsibilities – Quarterly in-year financial reporting to Cabinet and SLT – Year-end financial reporting of the outturn through Cabinet/Council report and the Statement of Accounts 		GREEN

	strategy and financial sustainability	<ul style="list-style-type: none"> – the MTFS in respect of medium to long term issues 		
O	The Leadership Team monitors the elements of its balance sheet that pose a significant risk to financial sustainability	<ul style="list-style-type: none"> • Key elements of the balance sheet that give rise to risk to financial sustainability are managed and monitored through annual financial cycle reporting, including in-year budget monitoring and performance reports to Cabinet:- <ul style="list-style-type: none"> – Cash balances, treasury debt and investments as part of the Treasury Management Strategy, and separately to Finance and Procurement Committee as part of regular treasury monitoring – Commercial Investments, including shares and non-treasury loans, as part of the Commercial Investment Strategy, property performance monitoring processes and the year-end closure/valuation of assets; – Operational assets are managed as part of the relevant service provision; – Day to day debtors and creditors, as part of the budget monitoring of the relevant areas and the year-end closure processes; – Reserves, through the MTFS. – There is scope to rationalise and regularise reporting arrangements to ensure that SLT receive an easily understood report on these issues. 	SLT to formally consider strategic risk on a quarterly basis.	GREEN
7	External Financial Reporting			
P	The CFO has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the “Code of Practice on	<ul style="list-style-type: none"> • The S151 Officer is responsible for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the “Code of Practice on Local Authority Accounting in the United Kingdom”. • The operational responsibility for production of the Statement of Accounts in line with proper accounting practices rests within Financial Management division. The Financial Management Division is staffed by suitably qualified staff. • The accounts are subject to external audit • The audit of the 2019/20 accounts has been protracted with the 2019/20 not signed off as at December 2021. 	<p>The external auditor’s Audit Findings Report contains recommendations which have been agreed by management and will be acted upon.</p> <p>Action is under way to strengthen the core</p>	AMBER

	Local Authority Accounting in the United Kingdom”		accounting function.	
Q	The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions	<ul style="list-style-type: none"> • The outturn report provides an analysis of the financial position of the Council at the end of the financial year including: <ul style="list-style-type: none"> – Capital, revenue, commercial investment and treasury performance during the financial year; – Explanations and mitigating actions in respect of variations to budgets; – The resulting reserves position. • The outturn report follows on from and is consistent with budget setting and in-year monitoring, allowing outturn to be viewed in the context of the regular strategic financial reporting. • The outturn report informs the financial management of the subsequent financial year and supports informed decision making in taking the MTFS forward. 		GREEN

Agenda Item 6

SB1 Work Programme 2021/22

Last updated 10/01/22

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">- Workforce Diversity and Inclusion- New Ways of Working
1st December 2021
<ul style="list-style-type: none">- Medium Term Financial Strategy- Financial Impact of COVID-19
19th January 2021 (moved from 26th January)
<ul style="list-style-type: none">- Coventry Connects- Financial Management Code
30th March 2021
<ul style="list-style-type: none">- New ways of working- Workforce Diversity and Inclusion
Date to be confirmed
<ul style="list-style-type: none">- Digital Inclusion
2022/2023
<ul style="list-style-type: none">- Transformation

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	- Workforce Diversity and Inclusion	To include scrutiny of the actions to enhance workforce diversity and inclusion including the Workforce Diversity & Inclusion Strategy.	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 /Barry Hastie/ Paul Jennings
	- 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/ Barry Hastie/ Paul Jennings
19th January 2021 (moved from 26th January)	- Coventry Connects	To include Customer Service channels including the feedback loop for customers and councillors and continuous improvement. Follows on from the meeting on 7 th July.	Cllr Brown/ Adrienne Bellingeri/ Paul Ward
	- Financial Management Code	The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local	Cllr Brown/ Barry Hastie/ Paul Jennings

Date	Title	Detail	Cabinet Member/ Lead Officer
		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.	
30th March 2021	- New ways of working	To include the impacts on sickness absence, mental health and well-being of staff and expectations of flexible working. The impact on the Council's estates of flexible working is to be included too in the item.	Cllr Brown/ Susannah Newing
	- Workforce Diversity and Inclusion	To update on progress on Workforce Diversity and Inclusion following the meeting in October 2021.	Cllr Brown/ Grace Haynes
Date to be confirmed	- Digital Inclusion	This item was identified at the meeting on 7 th July 2021	
2022/2023	- Transformation	To scrutinise the delivery of transformation linked to the revised One Coventry Plan.	

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