



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 3rd December, 2025

Place

Diamond Room 2 - Council House

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

(a) To agree the minutes of the meeting held on 5 November 2025 (Pages 3 - 6)

(b) Matters Arising

4. Staff Survey Results 2025 (Pages 7 - 12)

Briefing note

5. CIPFA Financial Management Code (Pages 13 - 28)

Briefing note

6. Work Programme and Outstanding Issues (Pages 29 - 34)

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, 25 November 2025

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

Membership: Councillors J Blundell, R Brown (By Invitation), P Hetherton (By Invitation), J Innes, A Jobbar (Chair), R Lakha, P Male, K Maton, J McNicholas, CE Thomas and A Tucker

Public Access

Any member of the public who would like to attend the meeting in person is encouraged 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, Governance Services
email: 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, 5 November 2025

Present:

Members: Councillor A Jobbar (Chair)
Councillor J Blundell
Councillor J Innes
Councillor R Lakha
Councillor P Male
Councillor K Maton
Councillor J McNicholas
Councillor CE Thomas
Councillor A Tucker

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

Employees:

Finance and Resources: P Helm, T Pinks, P Stafford, A Stinton, B Strain,

Law and Governance: C Sinclair, A West

Apologies: None

Public Business

15. Declarations of Interest

Councillor J McNicholas, the City Council's Lead Member on Birmingham International Airport Holdings Ltd., declared an interest in respect of Minute 17 below (Commercial Investments and Income Generation). The interest was not a disclosable pecuniary interest and was recorded for noting only.

16. Minutes

The Minutes of the meeting held on 10 September 2025 were agreed and signed as a true record. There were no matters arising.

17. Commercial Investments and Income Generation

The Board considered a briefing note which set out the City Council's approach to making commercial investment decisions, the statutory framework that the Council needed to work within and the policy basis. It also set out details of the overall commercial portfolio and performance.

The 2025/26 Fees and Charges figures and data on commercial investments and income generation were appended to the report.

The One Coventry Plan provided the broad policy basis for the Council's service delivery. The Plan's three delivery priorities were: increasing the economic prosperity of the city and region; improving outcomes and tackling inequalities within our communities and tackling the causes and consequences of climate change. Fundamental to this was that one of the two enabling priorities identified within the Plan was the continued financial sustainability of the Council.

Like many local authorities across the country the Council's medium term financial position forecasted revenue funding gaps. The 2025/26 Budget Report (February 2025) identified gaps of £3m and £10m for 2026/27 and 2027/28, whilst the most recent 2025/26 revenue expenditure monitoring report to Cabinet for the first quarter year highlighted further budgetary pressure which indicated that the position both for the Council and the wider sector was still very challenging.

The ongoing need to balance budgets in the face of significant funding reductions over a long period had led many councils to adopt commercial approaches and initiatives to improve their financial positions in order to help maintain service quality as far as possible. This activity included:

- charging for local services to citizens and service users,
- providing and charging for traded services as an extension to in-house provision,
- acting as a landlord for a commercial property portfolio,
- providing loan finance to local organisations,
- establishing/acquiring external companies to complement the delivery of strategic objectives,
- commercialisation through more speculative capital investment outside of municipal boundaries or on a disproportionately large scale to deliver financial returns.

The Board questioned Officers and received responses on a number of matters relating to the presentation including:

- Revisions to the Prudential Code (requiring proportionality) and changes to rules for borrowing from the Public Works Loan Board (preventing investing primarily for yield).
- Whether there was further capital available for future investment.
- The anticipated use of the dividend from Birmingham Airport.

Arising from a wider discussion relating to commercial investment risk, the Board asked Officers to circulate to the Board the presentation slides from a recent all-member seminar relating to Tom White Waste and Coombe Abbey to Members for information.

RESOLVED that the Board note the content of the report and endorse the Council's approach to making commercial investment decisions.

18. **Local Taxation Collection Performance 2024/25 and Government Consultation on Modernising Council Tax Administration**

The Board considered a briefing note which provided an update on Coventry's business rates and council tax collection performance in 2024/25 relative to other English billing authorities and summarised details of the Government's consultation on modernising council tax administration.

The Council, as a statutory billing authority, collects council tax revenue of £229 million from 154,000 domestic properties and business rates of £143 million from 9,000 commercial properties.

The Ministry for Housing, Communities and Local Government (MHCLG) published performance data annually for council tax and business rates collection. The briefing note outlined Coventry's council tax and business rates performance over three main themes and across three comparator groups.

In summary:

- In year collection rates continued to be significantly lower than pre-COVID/cost of living crisis levels. However, the national data suggested that Coventry continued to compare relatively well with other similar authorities in terms of council tax and business rates arrears.
- Overall, the collection and recovery of local taxation across council tax and business rates remained challenging and we were yet to fully understand the longer-term impact of the arrears built up during the COVID pandemic and cost of living crisis. For the most part however, there was nothing to suggest that Coventry had been disproportionately impacted despite some volatile in-year collection fluctuations.
- Coventry continued to maintain a robust and proportionate approach to the collection of local taxation, fully utilising all available enforcement options whilst being responsive to the circumstances of the most vulnerable customers.

The Board questioned Officers and received responses on a number of matters relating to the presentation including:

- Reasons why the collections rates nationally remained significantly below pre-pandemic levels.
- The possibility of council tax equalisation in the future.
- Business rates impact in light of redevelopment in the city.
- Flexible payment arrangements.
- Assessment of council tax for residents of purpose-built student accommodation and those which are also let as apartments for professionals.

In response to a question on the number of households in receipt of support and the total cost of that support, Officers agreed to provide that information to the Board.

RESOLVED that the Board note the content of the report and agree to receive a further report in 2026/27 detailing outturn performance for the tax year 2025/26.

19. Work Programme 2025-26 and Outstanding Issues

The Board noted the Work Programme and agreed that, in order to allow Members contribute to the Budget consultation, an additional meeting be scheduled between the scheduled December and February meetings.

20. Any other items of Public Business

There were no other items of public business.

(Meeting closed at 11.35 am)

To: Finance and Corporate Services Scrutiny Board

Date: 3rd December 2025

Subject: Staff Survey Results 2025

1 Purpose of the Note

- 1.1 This report provides an update to members of the Board regarding the findings of the recent staff survey for 2025.

2 Recommendations

- 2.1 Members of the Finance and Corporate Services Scrutiny Board are recommended to:
- a) Note the overall findings of survey and the suggested areas for improvement going forwards as a result of the survey findings.
 - b) Propose any recommendations to the Cabinet Member, ensuring these are informed by the survey findings and considered within the organisation's planned response.

3 Information and Background

- 3.1 This year's staff survey was shared across the Council to understand how colleagues are experiencing their work, their teams, and the organisation as a whole. It was made available in both a digital and paper format to ensure all colleagues could take part, including those without regular digital access. There were some 49 questions to answer covering all aspects of working life.
- 3.2 The survey explored day-to-day experience, including communication, recognition, leadership, wellbeing, inclusion, fairness, and development. Colleagues were also encouraged to share context through free-text comments and word tiles. Strengths and areas for improvement have been identified by looking at the highest and lowest scoring questions, alongside written feedback and benchmark comparisons.
- 3.3 The survey received 2,359 responses, giving a response rate of 49%, up from 40% (2,178 responses) in 2023. This increase suggests that colleagues are engaged in shaping how the Council works and willing to share honest, sometimes challenging feedback.

- 3.4 The results show strong relationships between colleagues and their line managers, who are seen as supportive and aligned with the Council's values. Most colleagues also understand how their work contributes to wider goals. However, many organisational-level scores have declined since 2023.
- 3.5 Colleagues are less confident that feedback leads to visible action, that change is communicated clearly, or that processes are applied consistently. Perceptions of fairness - particularly around pay, recognition, and performance management also vary across the organisation.
- 3.6 The two strongest or more positive feedback were that Line Managers are seen as supportive, approachable, and aligned with the organisation's values. Most colleagues understand how their work contributes to the Council's wider goals and feel their role makes a difference. However, there is room to grow in organisational trust, colleagues are unsure whether feedback leads to action and whether processes are applied consistently. Change can also feel unclear or difficult to follow, and staff would value earlier involvement and clearer communication. Finally, fairness and perceptions of fairness, particularly in pay and performance management, vary across the organisation and remain a point of concern.
- 3.7 While colleagues share a strong commitment to serving Coventry and feel connected to their immediate teams, day-to-day experience varies depending on working environment. Frontline colleagues (paper-based surveys) are less likely to feel informed about organisational updates, recognised for the work they do, or confident that they can speak up.
- 3.8 Communication is the clearest dividing line. Connected colleagues (digital surveys) benefit from regular updates through email and intranet channels, while frontline teams often rely on cascades or informal briefings, which can make organisational decisions feel unclear or distant.
- 3.9 Recognition also differs across working environments. It is more consistently felt in connected roles, while frontline colleagues describe it as irregular or easy to miss. Belonging and purpose are present across both groups but tend to be stronger where colleagues have greater visibility of organisational communication. Confidence in fairness and performance processes is a shared area for improvement, though gaps widen where colleagues have less insight into how decisions are made.
- 3.10 Taken together, the results suggest a workforce that remains committed and purposeful, but increasingly uncertain about whether their feedback makes a difference. There is clearly more work to be done in rebuilding trust through clearer communication, earlier involvement in decisions, and consistent follow-through. These are the key areas for the People Strategy going forward. For questions responses please see Appendix 1
- 3.11 These differences do not introduce new themes they demonstrate how some themes from previous surveys have continued to evolve. Some challenges highlighted in 2023 remain present, others have become more strongly expressed, and several are now sharper in frontline environments. The organisation-wide strengths of team connection and pride remain clear, while opportunities to strengthen trust, clarity during change, and fairness are felt most keenly among colleagues with less access to regular communication.

4 Health Inequalities Impact

4.1 Not applicable

5 Next Steps

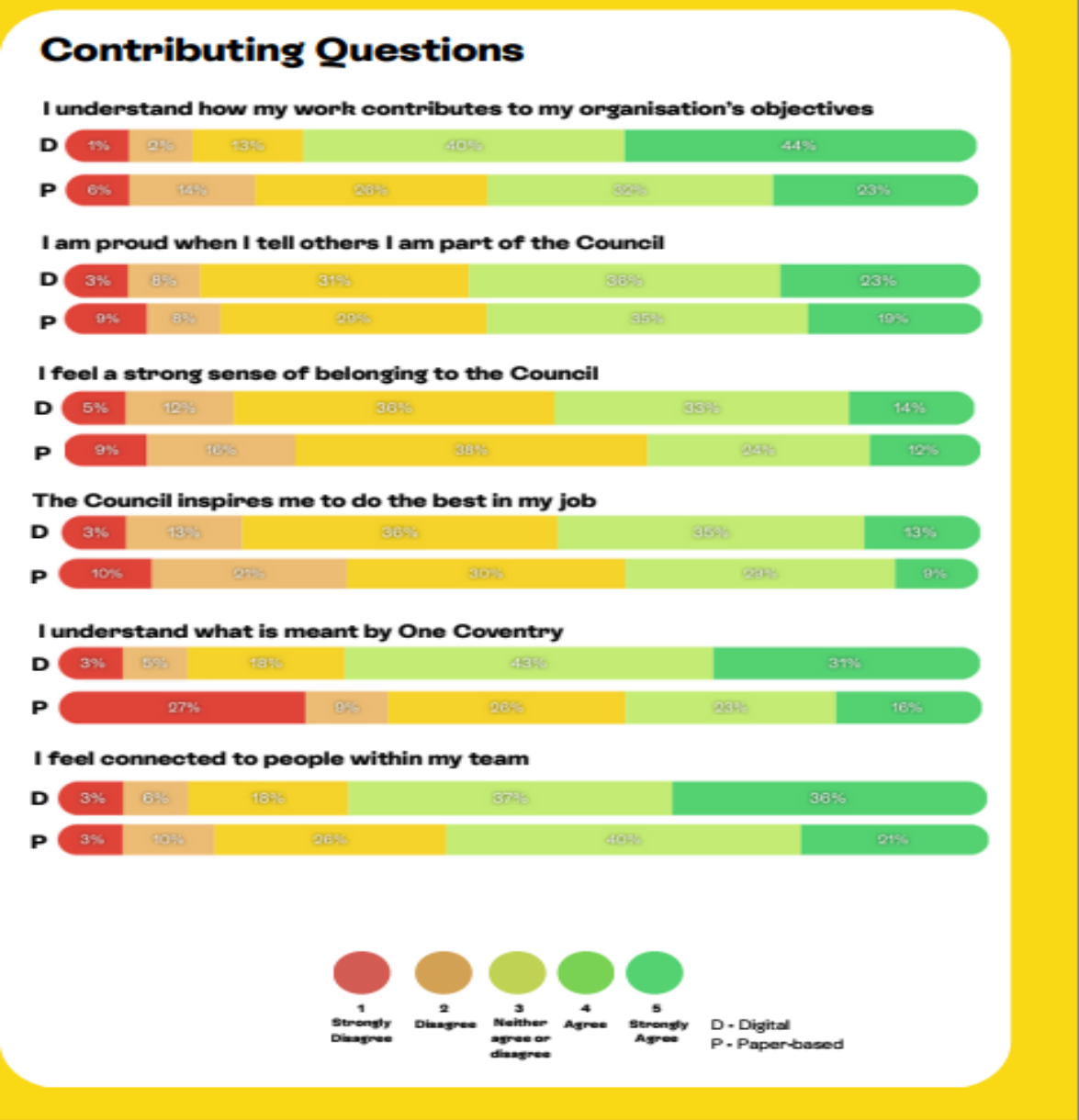
5.1 The comprehensive report has been submitted to the Leadership Board for review and determination of subsequent actions. It will also be distributed to trade unions and staff networks. Briefing sessions regarding the findings are scheduled to take place in the new year.

Once prepared, the organisational response and accompanying action plan will be circulated for feedback prior to implementation.

Susanna Chilton
Director of People and Facilities
Susanna.chilton@coventry.gov.uk

Appendix 1.
Line Manager Questions





This page is intentionally left blank

To: Finance and Corporate Services Scrutiny Board (1)

Date: 3 December 2025

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 giving due regard to the principles and standards within the code, Local Authorities will be able to demonstrate the foundations for strong financial sustainability. Scrutiny Board 1 approved in 2024 that its work programme should include a standing item each year to demonstrate Coventry's compliance with the principles of the FM Code.

2 Recommendations

- 2.1 Members of the Finance and Corporate Services Scrutiny Board (1) are recommended to:
- 1) Note the contents of the assessment of the Council's level of compliance with the CIPFA Financial Management Code included in Appendix A.
 - 2) Identify any recommendations for the Cabinet Member (Strategic Finance and Resources) to consider future actions to strengthen further the Council's compliance with the Code.

3 Information/Background

- 3.1 The Council's external auditors Grant Thornton carries out an annual independent 'Value for Money' audit, which includes as one of its elements, a judgement on the Council's financial sustainability, in addition to governance and our arrangements for securing Economy, Efficiency & Effectiveness. This is reported to Audit & Procurement Committee each year most recently in November 2025. CIPFA's FM Code provides guidance for effective and sustainable financial management in local authorities, which creates an opportunity to carry out a self-assessment of the Council's arrangements to provide a further level of assurance that the Council is managing resources effectively, which is particularly important in the current climate. The results of both of these assessments help provide a basis of evidence for inclusion of the Council's Annual Governance Statement (AGS) which is a requirement for inclusion in the approved Statement of Accounts.

- 3.2 The FM 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 Code is the collective responsibility of elected members, together with the Chief Executive, Chief Finance Officer and their colleagues in Leadership Board. Their awareness and compliance with the Code will help strengthen the framework that surrounds financial decision making.
- 3.3 The headings of the CIPFA Financial Management 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 was 2021/22. As this was during the pandemic period, it was initially expected that the 'direction of travel' was positive. Last reported to Finance & Corporate Services Scrutiny Board (1) in 2022 and 2024, a strong direction of travel was reported. On both occasions, out of 17 standards, 14 were demonstrated as met (Green) with 3 rated as requiring improvement (amber) as follows:
- The leadership team is able to demonstrate that the services provided by the authority provide value for money
 - The authority has carried out a credible and transparent financial resilience assessment
 - 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 Local Authority Accounting
- 3.5 An updated review of the standards has been carried out by officers. This has concluded that the City Council continues to be compliant with the vast majority of the standards expected of Local Authorities. This is demonstrated in the table at Appendix A which sets out all the individual standards, and the measures in place to ensure robust standards of financial management.
- 3.6 Out of the 17 standards, 15 are now considered to be fully met (Green) with 2 remaining as amber indicating that some improvement is required. These are
- The leadership team is able to demonstrate that the services provided by the authority provide value for money
 - The authority has carried out a credible and transparent financial resilience assessment
- 3.7 Whilst further improvements have been made on each, and are very much a focus for the organization, it is considered appropriate to continue to highlight as requiring further monitoring. As the Council has now caught up with its production of Statements of Accounts, the standard around compliance with the Code of Practice

on LA accounting is considered to have been met, having been a particular focus in the last 2 years.

- 3.8 In overall terms however, the assessment indicates a relatively strong position such that the Council has satisfied CIPFA's requirement to demonstrate compliance with the Code.
- 3.9 It is proposed that the Council's compliance with the FM Code continues to be reviewed annually and reported to Scrutiny Board in November/December each year as part of the Council's annual process to update its Annual Governance Statement process.

Name	Phil Helm
Job Title	Head of Finance
Contact Details	phil.helm@coventry.gov.uk

This page is intentionally left blank

CIPFA Financial Management Code - Financial Standards Self Assessment (November 2025)

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 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. Procurement route decision making governance is also in place through a strategic procurement function, which consists of a (multi-disciplinary) Senior Officer Procurement Board/ Panel which challenges and/or supports proposals to ensure appropriate consideration has been taken of Value for Money. These routes are further strengthened by a Contract (Efficiency) Board chaired jointly by the Director of Finance and Director of Law & Governance Both Internal Audit and External Audit include value for money within their remit, as did the LGA peer review carried out in 2024. Grant Thorntons most recent assessment was reported to Audit & Procurement Committee in November 2025, and demonstrated that the Council has no key weaknesses, and compared to the previous year, has improved its arrangements for securing financial sustainability, strong governance and economy, efficiency & effectiveness. The Council's One Coventry Plan was refreshed in 2022 to ensure close alignment between the priorities of the city & the region. Performance for 24/25 was subject to deep dive sessions to Scrutiny Co-ordination Committee in September 2025 and Cabinet in November 2025. The work has proposed a number of evidence-based changes to priorities which will be discussed at an all-Members seminar in late 2025 / early 2026 to ensure indicators remain focused, challenging and reflective of the current economic and social position of the city and its residents. 	It is planned that more regular performance reviews will continue to be reported formally to members for future years	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 Director of Finance and Corporate Services is the Authority's s151 officer and is a key member of the Council's Leadership Board, influencing the development and implementation of strategy, as well as resourcing and delivery of the Council's strategic objectives. • CIPFA has produced a document titled 'The role of the Chief Financial Officer (CFO) in Local Government', against which the Council continuously assesses itself for compliance with respect to the 5 principles laid out in the statement. • The Council's most recent assessment against the CFO role was carried out in May 2025 as part of the annual review of the effectiveness of the Council that underpins the Annual Governance Statement. This confirmed that each of the principles are met. As reflected in the Statement, the Director of Finance and Resources (Section 151 Officer) is a key member of the Council's Leadership Board with a critical role in strategic planning for the organization. The Board also includes the Chief Executive and Monitoring Officer, who, along with the Director of Finance and Resources collectively have leadership responsibility for good governance as principal statutory officers. 		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 Chief Executive and all Directors of the organization meet weekly as a Leadership Board to monitor progress against the Council's identified priorities. One meeting per month is dedicated to performance management Financial and Operational performance management items are regularly reported through the Leadership Board, including the budget setting process, periodic financial performance management, corporate risk and operational KPI's to ensure peer challenge, ownership & accountability of financial & operational matters exists at the highest level, including those officers responsible for service delivery. The Annual Governance Statement is reviewed annually and included in the Statement of Accounts. The Constitution is at the core of the framework of governance and internal control, with the following 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 over governance & risk Council wide scrutiny function Corporate Governance Steering Board and Procurement Board/Panel All reports to Member bodies are required to include, amongst other things, financial, legal and risk implications sections that are approved by a senior officers 	Maintain existing high levels of governance and Continue to roll out 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. 	Maintain existing high levels of governance and Continue to roll out the One Coventry Model	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"> – an appropriate 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 and accountability, supported by professionally qualified finance staff aligned to service delivery structures, including senior finance staff regular attendance at Service & Project Management Teams to support and/or challenge as necessary. – dedicated finance Business Partner resources to ensure the quality, relevance and timeliness of the provision of financial advice. – High standard of financial management IT system which facilitates access to high quality and timely financial management information. – Top (4) tiers of the financial management service are required to be fully qualified and active affiliated members of a CCAB Accounting Body, which required continuous professional development. – all reports to elected 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, approval of proposals is based on robust business cases, with consideration of all options available and a full assessment of risk & sensitivities. Additionally a gateway process is under development to further strengthen governance. – 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 Leadership Board. – a comprehensive suite of finance training for managers and budget holders. – Established team of senior professionals with commercial acumen to compliment existing finance and legal resources 	Continuous development of manager skills to ensure 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 known 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 reviewed based on the most recent data available (2023/24) by Finance Officers. This demonstrates that the Council, relative to other Metropolitan Authorities continues to compare favourably on most measures, including level of reserves, interest on debt, overall debt & Council Tax Base growth. • CCC does however measure less favourably for social care costs, children's social care in particular. This is under scrutiny within the Council alongside the Council continuing to progress recommendations from a Children's Services LGA Peer Challenge in October 2024. This is expected to create efficiencies and reduce costs so that budgeted cost reduction targets effective from 2025/26 can be achieved. Overall numbers of children in care have reduced, but the financial benefits of this have been offset by high inflation, particularly felt across the external residential market. This challenge has been compounded by an observed increase in the complexity of care needs. These are local, regional and national issues. • Despite high costs and complexity of placements being national issues requiring national government action as well as a local focus, the rating for this element of the code is considered to remain as amber as it remains a threat to our overall resilience. • 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. • The Council's external auditors also consider the Councils financial sustainability and resilience as part of its external assessment and Audit Findings report. As part of their assessment for both 2023/24 and 2024/25 (reported to A&P Committee in January & November 2025 respectively) they considered that the Council has a strong track record, and no significant weaknesses due to the fact that the Council has taken steps to address challenges and has maintained strong reserve balances through what has been a volatile operating environment. 	Continue to monitor & report the Council's status in the CIPFA Resilience Index	AMBER

G	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members	<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 and policy decision making • The establishment of Coventry Municipal Holdings Ltd together with the associated monitoring and reporting processes through a formal Shareholder Committee (as a subset of the Cabinet), provides a base on which strong governance and medium term insight is achieved in respect of City Council subsidiaries • In order to further develop the Council's approach to managing strategic risk in respect of commercial activity, external advice has previously been sought from the City Council's standing treasury management advisors including proportionality. 		GREEN
H	The authority complies with the CIPFA "Prudential Code for Capital Finance in Local Authorities"	<ul style="list-style-type: none"> • Capital, treasury and investment activities are managed in 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 (member approved) budget setting report which sets out for e.g. control limits for borrowing and investments, and counterparty criteria for lending • Annually approved plans are monitored throughout the year and periodically, are formally reported to Cabinet, and the A&P committee to demonstrate compliance. 	The impact of any changes in CIPFA's Prudential Code will be monitored & incorporated into future plans as required.	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, and sensitivity analysis considered. Known 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 the previous lack of multi-year settlements and/or intelligence regarding the next Comprehensive Spending Review, can limit the ability to set detailed multi-year programmes other than at an indicative level. It is expected that following the Governments Fair funding review in the Summer of 2025 which has indicated that future settlements (from 26/27) will be multi-year, this will create a more stable environment for planning finances on a multi-year basis 	Officers will continually review Medium Term Financial planning, both in terms of resourcing and expenditure to reflect developments as they arise, including the impact of the Fair Funding review	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 5.1.2, 5.1.3, and Recommendation 4 of the Budget Report 2025/26 includes such statements 2025-26 Budget Report.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"> • Significant consultation and engagement is carried out as part of updating the One Coventry Plan, and formal approval is sought from elected members. • Engagement with stakeholders on Council priorities is undertaken prior to the formal budget setting process to inform elected member discussions and options. Further formal public consultation is also carried out prior to setting the annual budget and capital programme, including the statutory consultation with business ratepayers and consultation with the trade unions. • The public consultation for the budget setting has historically taken place for up to 8 weeks each year, including public, workforce and business's meetings. • Stakeholder involvement is integral to the development & implementation of major projects from both a financial and service delivery perspective e.g. Coventry Very Light Rail • Wider consultation with residents is also embedded as part of the engagement around the organization's priorities and objectives. 	The Council will continually review the engagement process for the MTFS and annual budget setting process	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 for all decision making, setting out the rationale for the project/proposal, the capital and revenue costs, the resourcing of those costs, payback period and Return on Investment if appropriate, and project risks. • Prevailing market rates are reviewed regularly and reflected in proposals. The size and form of business cases are proportionate to the scale of the decision, and will reflect both financial and service based outcomes. • 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 Leadership Board, Cabinet and A&P committee – Monthly tracking & reporting of savings delivery programmes to Leadership Board – 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 Audit 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. Key risks are also considered regularly (quarterly) by the Council's Leadership Board, and periodically to members of the Audit & Procurement Committee. This includes key financial risks as appropriate, including the MTFS and financial sustainability. Commercial portfolio performance is reported to this Scrutiny Board in addition to a dedicated shareholder Committee for the reporting of subsidiary planning & performance Commercial steering Group established to maintain oversight of the commercial portfolio 		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	<ul style="list-style-type: none"> The Director of Finance & Corporate Services is the s151 Officer and is responsible for ensuring that the statement of accounts (SoA) 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 and has strengthened its resources to ensure compliance and timeliness. The accounts are subject to external audit. The external audit of the 2019/20 SoA was signed off in October 2023. The SoA's for all prior years of 2020/21, 2021/22, 2022/23 and 2023/24 were published by September 2024 in line with the Government timescales issued. 	Maintain improved performance of the quality and timeliness of the accounting and valuation functions with respect to statutory accounts	GREEN

	Practice on Local Authority Accounting in the United Kingdom”	<ul style="list-style-type: none"> The Councils 2024/25 SoA was published in line with statutory requirements by June 2025 and is currently being audited. This results in the Council having significantly improved its governance and performance around the quality and timeliness of key inputs (of property valuation and group accounting) to the SOA's, confirmed by the External Auditors removing a 'key recommendation' from its Value for Money Audit for 24/25. 		
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"> Service outturn performance is the responsibility of individual members of the Leadership board. The consolidated position is reported to Leadership Board as a collective to inform both backward, and forward look decision making The formal outturn report to members 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

This page is intentionally left blank

Please see page 2 onwards for background to items

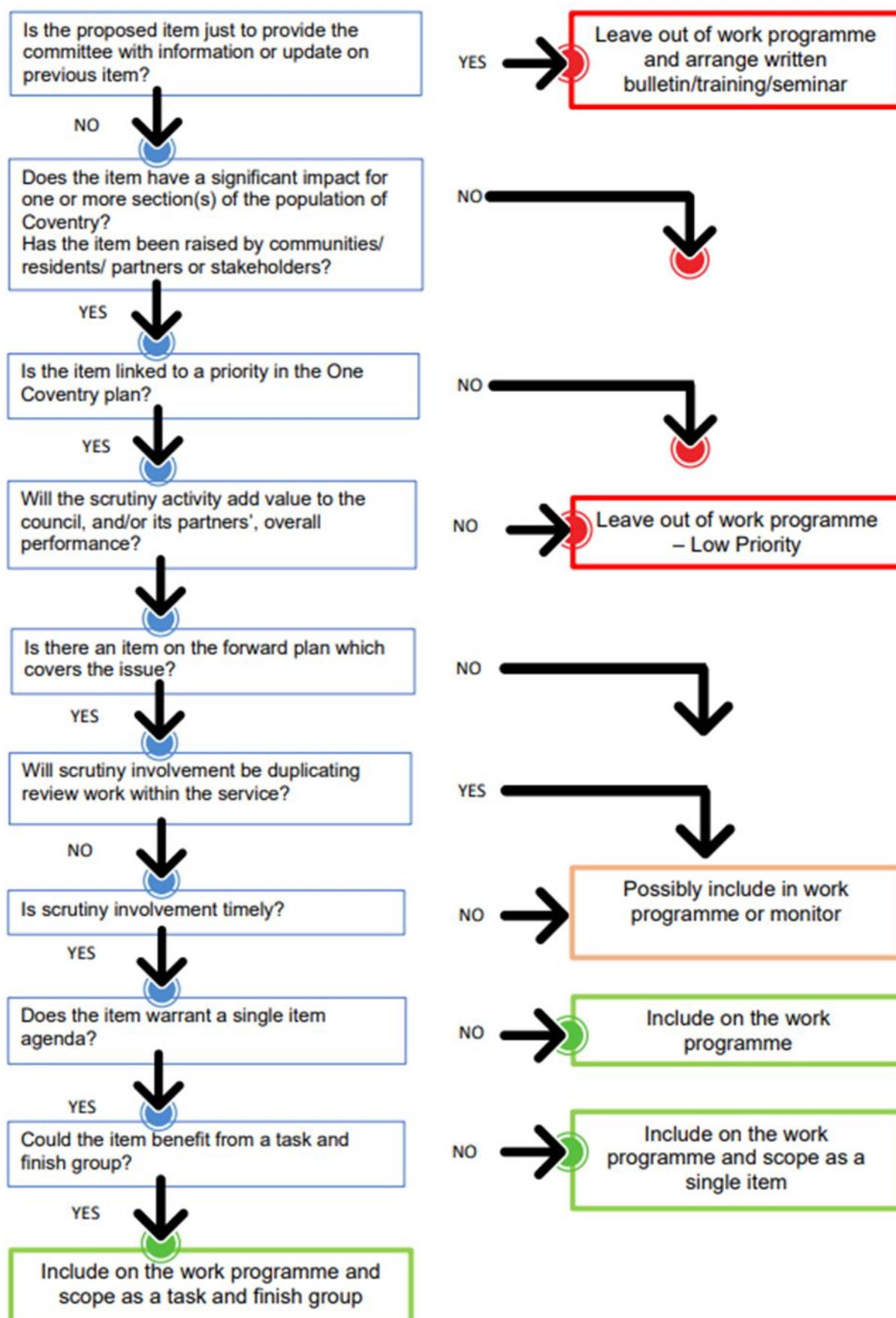
16 July 25
Cabinet Member Portfolio Priorities Reserves Position Procurement Strategy 2025-2030 SME/VCSE Inclusion 2024/25
10 September 25
Revenue and Capital Outturn 2024/25 Proposals for a Task and Finish Group for 25/26
5 November 25
Council Investment Portfolio Outturn Performance for the Tax year 2024/25
3 December 25 (moved from 10th)
Staff Survey Results CIPFA Financial Management Code
14 January 26
Budget Consultation
11 February 26
HR KPI's: a. Recruitment, Retention and Sickness. b. Diversity and Inclusion, and Community Inclusion Distribution of Government funding
25 March 26
Update following Implementation of the Spending, Saving and Council Tax Proposals 25/26 Learning & Development Home to School Transport
2026/27
Cabinet Member Priorities Task & Finish Group Outturn Performance for the Tax year 2025/26 Reserves Position

Date	Title	Detail	Cabinet Member/ Lead Officer
16 July 25	Cabinet Member Portfolio Priorities	To invite Cllr Brown to identify his priorities for the coming year to identify future items and hold Cabinet Members to account	Cllr Brown
	Reserves Position	Reserves position 23/24 statement – During Q4 (July)	Barry Hastie / Cllr Brown
	Procurement Strategy 2025-2030	The procurement strategy builds on the previous strategy and reflects significant legislative changes.	Cllr Brown / Rob Amor
	SME/VCSE Inclusion 2024/25	First SME and VCSE inclusion report	Cllr Brown / Rob Amor
10 September 25	Revenue and Capital Outturn 2024/25	Update following on from the final revenue and capital outturn position for 2024/25, and reviews treasury management activity and 2024/25 - Following Council in September. An opportunity to look in further detail of the position	Barry Hastie / Cllr Brown
	Proposals for a Task and Finish Group for 25/26	Discussion with Members of the Board regarding potential topic areas for Task and Finish Group Review for 25/26	
5 November 25	Council Investment Portfolio	Update on risk and returns - Income figures to be provided in future reports relating to companies owned by the Council.	Barry Hastie / Phil Helm / Cllr Brown
	Outturn Performance for the Tax year 2024/25	To look at Council Tax collection rates	Barrie Strain / Cllr Brown
3 December 25 (moved from 10th)	Staff Survey Results		Susanna Chilton Cllr Brown
	CIPFA Financial Management Code	At their meeting last year the Board agreed to consider this on an annual basis	Phil Helm Cllr Brown

Date	Title	Detail	Cabinet Member/ Lead Officer
14 January 26	Budget Consultation	An additional meeting to allow members to feed into the ongoing Budget Consultation	Cllr Brown / Barry Hastie
11 February 26	HR KPI's: a. Recruitment, Retention and Sickness. b. Diversity and Inclusion, and Community Inclusion	a. To include agency staff and staff sickness – performance reports of sickness and agency use b. Identified at Scrucro on the 5th of June following Cabinet Member Portfolio Priorities to also include Workforce KPI's	Cllr Brown Susanna Chilton
	Distribution of Government funding	Investigate adding an item on distribution of Government funding which had been identified in the 2024 Autumn Budget., plus progress on 3-year settlement and parity of funding	Cllr Brown Phil Helm
25 March 26	Update following Implementation of the Spending, Saving and Council Tax Proposals 25/26	Update report on the outcomes and impacts of implementation, be submitted to the Board in 12 months' time. (March/April 2026)	Barry Hastie / Barri Strain Cllr Brown
	Learning & Development		Susanna Chilton Cllr Brown
	Home to School Transport	Progress report on the Home to School Travel arrangements in the municipal year 2025-26 to review the changes and lessons learned ahead of the new procurement round prior to the next academic year.	Rob Amor / Jeanette Essex Cllr Brown
2026/27			
	Cabinet Member Priorities	Written Briefing Note of priorities to be circulated to the Board ahead of the meeting	Cllr Brown
	Task & Finish Group		

Date	Title	Detail	Cabinet Member/ Lead Officer
	Outturn Performance for the Tax year 2025/26	To look at Council Tax collection rates	Barrie Strain / Cllr Brown
	Reserves Position	To include list of acronyms and their meaning	

Work Programme Decision Flow Chart



This page is intentionally left blank