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### **Cabinet Member for Strategic Finance and Resources**

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#### **Time and Date**

2.00 pm on Monday, 12th October, 2015

#### **Place**

Committee Room 3 - Council House

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#### **Public Business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 6)
  - (a) To agree the minutes of the meeting held on 13 July 2015
  - (b) Matters Arising
4. **New Central Credit Union - Grant Aid Agreement Year 1 Progress Report**  
(Pages 7 - 18)

Report of the Director of Public Health
5. **Agency Workers and Interim Managers - Performance Management Report Q1 (1 April to 30 June 2015).** (Pages 19 - 30)

Report of the Executive Director of Resources
6. **3 Month April - June 2015 Cumulative Sickness Absence 2015/2016**  
(Pages 31 - 52)

Report of the Executive Director of Resources
7. **Outstanding Issues Report** (Pages 53 - 56)

Report of the Executive Director of Resources
8. **Any other items of public business which the Cabinet Member decides to take as matters of urgency because of the special circumstances involved.**

#### **Private Business**

Nil

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Chris West, Executive Director, Resources, Council House Coventry

Friday, 2 October 2015

Note: The person to contact about the agenda and documents for this meeting is  
Usha Patel Tel: 024 7683 3198

Membership: Councillor D Gannon (Cabinet Member)

By invitation Councillor T Sawdon (Shadow Cabinet Member)

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

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

**Usha Patel, Governance Services**

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**Coventry City Council**  
**Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources**  
**held at 2.00 pm on Monday, 13 July 2015**

Present:

Members:                           Councillor D Gannon (Cabinet Member)  
  Councillor T Sawdon (Shadow Cabinet Member)

Employees (by Directorate):

Resources:                        J Bilen, J Crawley, S Lal, K Mihajlovic, U Patel, R Potts

## **Public Business**

### **1.       Declarations of Interest**

There were no declarations of interest.

### **2.       Minutes**

The minutes of the Cabinet Member for Strategic Finance and Resources meeting held on 9 March 2015 were signed as a true record. There were no matters arising.

### **3.       Agency Workers and Interim Managers - Performance Management Report Q4 (1 January to 31 March 2015) with a final summary of 2014-15 compared with 2013-14**

The Cabinet Member considered a report of the Executive Director of Resources which provided performance information on the use of agency workers procured through the Master Vendor Contract for the Q4 period 1 January to 31 March 2015; to compare Q3 2014/2015 with Q4 2014/2015 expenditure. The report also compared the final figures on agency workers for 2014/2015 with the previous year 2013/2014 and considered the Interim Manager spends for the same period.

The Master Vendor contract required all agency workers to be ordered through the Master Vendor, Pertemps and came into force on 2 December 2013. The Master Vendor would supply all suitable agency workers through their own agency or through a second tier arrangement with other agencies on behalf of the Council, using rates of pay based on an agreed pay policy and a negotiated mark-up rate, with the Master Vendor. The information supplied by the Master Vendor on the agency spends provided detailed information on agency worker usage and spends.

**RESOLVED that, the Cabinet Member for Strategic Finance and Resources:**

- 1. Approves monitoring processes to continue for both Agency workers and Interim Managers.**
- 2. Endorses compliance with the corporate policy on the recruitment of Temporary Agency Workers through the Master Vendor, Pertemps.**

3. **Instructs officers to continue to work towards reducing expenditure on the use of agency workers.**
4. **Approves that future orders are not accepted if no reason is given for the need of the agency worker.**
5. **Requests a further report be submitted to the Cabinet Member meeting on 12 October 2015 providing more information on the feasibility of the City Council establishing their own pool of social workers and 'growing' their own.**

4. **12 month (April 2014-March 2015) Cumulative Sickness Absence 2014/2015**

The Cabinet Member considered a report of the Executive Director of Resources which provided information that would enable him to monitor levels of sickness absence for the 12 month period of 2014/2015 and the actions being taken to manage absence and promote health at work across the City Council.

Annual and quarterly information was based on full time equivalent (FTE) average days lost per person against the FTE average days per person available for work. This was the method that was previously required by the Audit Commission for annual Best Value Performance Indicator reporting. The City Council continues to use this method to ensure consistency with previously published data.

The report provided the cumulative sickness absence figures for the Council and individual directorates.

**RESOLVED that the Cabinet Member for Strategic Finance and Resources notes the report providing sickness absence data for the 12 month period of 1 April 2014 to 31 March 2015 and endorses the actions taken to monitor and manage sickness.**

5. **Foster Friendly Employers Scheme**

The Cabinet Member considered a report of the Executive Director of Resources which provided information and proposals to support the recommendations made by the Education and Children's Services Scrutiny Board (2) for Coventry City Council to become a Foster Friendly Employer.

To support the on-going recruitment and retention of Foster Carers, who are employees of Coventry City Council, recommendations were made by the Education and Children's Services Scrutiny Board (2) Task and Finish Group on Fostering to the Education and Children's Services Scrutiny Board (2) on 26 March 2015. The recommendations were for Coventry City Council to become a Foster Friendly Employer ensuring that this would be in addition to other family friendly policies that the Council may have.

**RESOLVED that the Cabinet Member for Strategic Finance and Resources:**

1. **Approves the introduction of leave entitlement for foster carers.**

2. **Supports the promotion of the Foster Friendly Employer Scheme to other local employers.**

6. **Annual Report, Final Hospitality Statement and Charity Appeal for the Mayoralty of Councillor Hazel Noonan 2014/2015**

The Cabinet Member considered a report of the Executive Director of Resources which outlined the end of year hospitality budget report for the Mayoral Year of Councillor Hazel Noonan 2014/2015. The report provided an update on how the budget was allocated during the Mayoral year. The total spend was £59,684.72 which was £5,911.28 less than the budget and this balance was returned to corporate reserves.

The Lord Mayor's Annual Report was attached at Appendix 1 of the report and provided background information to the civic engagements which were undertaken to meet a range of priorities from community engagement to international events.

**RESOLVED that the Cabinet Member for Strategic Finance and Resources:**

1. (i) **Approves the contents of Appendix 1 which sets out detailed expenditure of £59,684.69 against the hospitality budget.**

(ii) **Notes the final sum of £15,652 raised for the Lord Mayor's Charity Appeal.**

(iii) **Refers the report to the City Council on 14 July 2015 for their consideration.**

**The City Council is requested to consider and note the Annual Report of the Lord Mayoralty of Councillor Hazel Noonan 2014/2015.**

7. **Outstanding Issues Report**

There were no outstanding issues.

8. **Any other items of public business which the Cabinet Member decides to take as matters of urgency because of the special circumstances involved.**

**(i) Customer Journey Programme and Customer Services Performance**

The Cabinet Member considered a briefing note of the Scrutiny Co-ordinator which reported on the outcome of the consideration of the Customer Journey Programme and Customer Services Performance report by the Finance and Corporate Services Scrutiny Board (1) at their meeting held on 1 July 2015.

The Board discussed a number of issues around customer services including encouraging residents to use new channels to access services and how to support those who do not have access to the internet. The Board sought assurance that the risk register was being regularly reviewed and recommended that the Cabinet Member undertakes this role.

**RESOLVED** that the Cabinet Member for Strategic Finance and Resources requests a formal report in six months' time to allow the programme to be monitored.

(Meeting closed at 2.45 pm)



Cabinet Member for Strategic Finance and Resources

12 October, 2015

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

**Director Approving Submission of the report:**

Director of Public Health

**Ward(s) affected:**

All

**Title:**

**New Central Credit Union - Grant Aid Agreement Year 1 Progress Report**

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**Is this a key decision?**

**No** - Although the matter within the report can affect all wards in the City, it is not anticipated that the impact will be significant and it is therefore not deemed to be a key decision.

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**Executive Summary:**

New Central Credit Union signed a Grant Aid Agreement with Coventry City Council on 2<sup>nd</sup> June, 2014. The purpose of the grant is to support and enhance the provision of credit union services to Coventry Residents.

With the residual impacts of the last recession and on-going cuts to welfare spending, more and more people are turning to so called pay day loans. There has been a proliferation in the number of payday lenders operating in Coventry and nationally. The Council is supporting credit unions to provide a sustainable and effective alternative to the high interest borrowing typical of pay day loan companies. More generally credit unions provide an ethical and community-based approach to personal finance which, it is hoped, will benefit residents and the city over the longer term.

One of the key elements in promoting membership of credit unions in the city is to ensure exposure for the credit unions and ensure they have suitable commercial premises from which to operate. This grant helps to sustain New Central Credit Union in what was an empty Council owned commercial property on Smithford Way.

The expectation is that the credit union utilise the initial three year grant to build their business and loan book in order to generate increased revenue which will therefore enable them to sustain the property in the future without dependence on a council grant.

**Recommendations:**

The Cabinet Member for Strategic Finance and Resources is asked to:

1. Note the progress made by New Central Credit Union during the first year of the Grant Aid Agreement.
2. Comment on the proposals set out by New Central Credit Union for 2015 – 2016

**List of Appendices included:**

None

**Other useful background papers:**

Cabinet Member Report for Strategic Finance and Resources dated 10<sup>th</sup> March, 2014 – Supporting Credit Unions  
Grant Aid Agreement Ref: L/AP/5500-516 dated 2<sup>nd</sup> June, 2014.

**Has it been or will it be considered by Scrutiny?**

*No*

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

*No:*

**Will this report go to Council?**

*No*



**1. Background**

- 1.1 New Central Credit Union was first incorporated in August 2000 as Phoenix Five Credit Union. Over the intervening years several mergers have been undertaken with other local credit unions until in 2012 when a transfer of engagement took place with New Way Credit Union, based in North Warwickshire, and the credit union then became known by its current name of New Central Credit Union Ltd.
- 1.2 With the residual impacts of the last recession and on-going cuts to welfare spending, more and more people are turning to so called pay day loans. The Council is supporting credit unions to provide a sustainable and effective alternative to the high interest borrowing typical of pay day loan companies. More generally, credit unions provide an ethical and community-based approach to personal finance which, it is hoped, will benefit residents and the city over the longer term.
- 1.3 New Central Credit Union received a Council grant on 2<sup>nd</sup> June, 2014, towards rent, rates and refurbishment cost of premises 41 Smithford Way, City Centre. The purpose of the grant is to support and enhance the provision of credit union services to Coventry residents. The credit union too has the clear objective of helping the financially excluded and the credit union’s prominent presence would help achieve these objectives.

**2. Members and service profile**

- 2.1. The credit union currently has over 2800 members, with 1963 adults and over 900 juniors. Of the total membership 60% are Tier 3, members with incomes below £15000, 30% are Tier 2 members with incomes between £15,000 and £30,000 and 10% are Tier 1 members with incomes above £30,000. The table below shows percentage of savings, loans and banking within each tier.

SERVICE DELIVERY DATA					
Tier Details	Income range	Membership %	Savings	Loans	Banking*
			Percentages		
% Tier 1	>£30000	10%	10%	34%	0%
% Tier 2	£15000-£30000	30%	50%	35%	5%
% Tier 3	<£15000	60%	40%	31%	95%
Banking service includes benefit transfer, wages transfer, debit card, bill payment,rent management etc.					

- 2.2. Many of the 60% Tier 3 members (incomes under £15,000) were unbanked/financially excluded and have joined the credit union for receiving their benefits, rent management, wages or a prepaid card. Others have high street bank account but have poor credit history and no overdraft facility hence joining the credit union for affordable loans. The remaining 40% (members with income over £15,000) use the credit union services for loans from £1000 to £7500 and for ethical savings.

### 3. Products and services for the financial excluded and vulnerable households

- 3.1. There are still an estimated 9000 unbanked households in Coventry and also many Tier 3 members (less than £15,000 pa income) who are financially vulnerable and still have access to high cost short term loans.
- 3.2. Unbanked households in Coventry always pose a big challenge when receiving benefits and especially when universal credits start. New Central Credit Union has been assisting financially excluded members directly through its core services of savings/budget accounts and affordable loans of low value not catered for by high street banks. The credit union has also been assisting those organisations who deliver services i.e. Councils, Housing Associations, private landlords and community setups.
- 3.3. The following products and services have been developed/started, as an immediate response to assist the financially excluded:
  - **Handy Loans** – instant loan (max £500) with a savings element in the monthly payments for non-members to give easy access to credit union loans. Currently 5.3% of our loans are Handy Loans.
  - **Budget Accounts** - rent collection for private/social landlords, landlords will no longer be able to receive rent payments direct to them. The Universal Credit will see households receiving all benefits in one payment including housing benefit. Currently receiving Housing Benefit for over 150 Tier 3 members.
  - **Council Tax Collection** - Proposed Council tax collection for unbanked households with the help of a council scheme, providing a credit union account and an online banking facility by 2016.
  - **Basic Saving account for benefit transfer/wages transfer:** Working in partnership with Jesus Centre; Salvation Army; Refugee Centre; Citizens Advice Bureau; Department of Works and Pensions (DWP); Her Majesty's Revenue and Customers; local Job Centre and recruitment agencies we have over 200 Tier 3 members having their wages/child tax credit/child benefit/DWP payments transferred to their credit union account. These members, having inadequate IDs, were financially excluded from the main stream banking and are now having credit union accounts with a VISA prepaid card.
  - **ABCUL VISA Prepaid card** - a prepaid VISA card for benefits/salaries to be loaded on to (currently over 200 cards issued). The card can be used at ATMs, any point of purchase, online or get cash back.
  - **Working with partner agency CAB** under the Sorted programme, where we can refer members in financial difficulty for budgeting advice.
  - **Improving consumer credit score** - Provision of loans to the members with poor credit history and helping them build their credit score as the credit union is now using Experian's credit scoring and sharing member repayment data with all credit reference agencies. This will help member's secure future loans at better rate.
  - **Working with England Illegal Money Lending Team** to promote our affordable loans and stopping loan sharks through the planned 'pop up' shops across the city in September and October this year.

In addition the expansion project to which the credit union has signed up to, will also deliver products and services which will address the Welfare Reform changes including:-

- Online banking platform
- On-line loan application and loan calculator which informs members about the interest rate for credit union loans and compares it with other high cost lenders.

3.4. The following are examples of some of the comments received from our customers:

**Member A** - *'I was refused by a high street bank in Coventry as I do not have a passport or driving licence. I don't have any other ID either. I also had a bad debt with Lloyds. My support worker from Jesus Centre introduced me to the credit union, where I opened an account and am now receiving my Extra Employment Support Allowance benefit. I walk 3 miles to the credit union to get my money and am thinking of getting the prepaid card which I can use at the ATM. Without the credit union, I would not have anywhere to go for my money. I am very happy with the services.'*

**Member B** - *'I have been with the credit union since 2009. I often take loans from the credit union and will go nowhere else. I also have my child benefit money come in here. I can have a prepaid card, but like to come in and have a chat as staff are very friendly.'*

**Member C** - *'I joined in November 2014 when I joined a new agency job and had nowhere to get my wages. The credit union offered me a prepaid card and now I don't have to come to the credit union at all for money. My wages are put onto my card every week and I can withdraw from local ATM.'*

**Member D** - *'My home was going to be repossessed as there was a shortfall on my endowment payments and the bank was not ready to lend me more money. At the same time I had a high catalogue and credit card bills needing immediate settlement. The credit union agreed to provide me a loan with which I paid off my credit card bills and some towards the shortfall. I am thankful to the credit union, now I will not lose my home.'*

The continued presence of credit union on the high street will encourage more vulnerable people to find us and avail of our services.

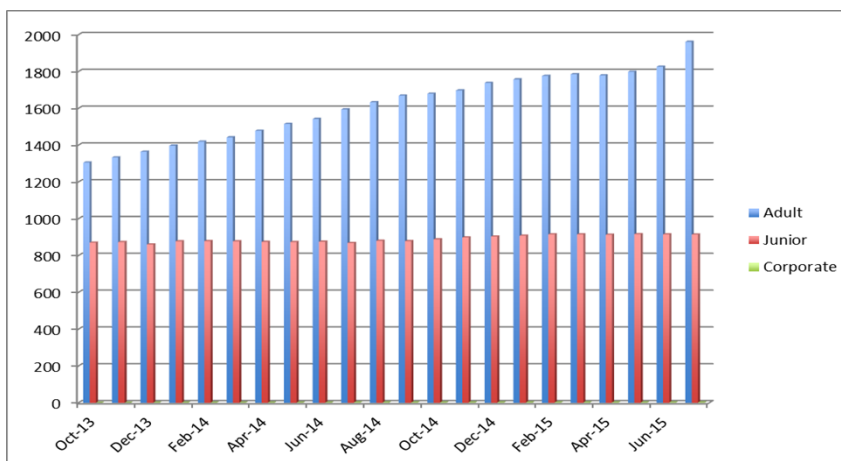
3.5. In addition the expansion project to which the credit union has signed up to, New Central will be able to assist those affected by Welfare Reform as it is seen as an opportunity to ensure continued financial inclusion and an increase in membership and use of credit union services. The credit union will continue to work with partner organisations whose clients will be affected and will flex services and products as appropriate.

3.6. New Central Credit Union has been attending the Coventry Partnership Financial Inclusion Forum to seek out more opportunities to work together.

#### **4. Performance Report**

4.1. One year in the new shop premises was completed on 24<sup>th</sup> June, 2015 and since moving to these premises there has been an increase in membership, savings and loans.

4.2. **Membership** - This has increased by 20% since June 2014 from 2418 to 2877 in July 2015. Of the 2877 members 914 are juniors who have joined through school banks or directly at branch. Membership can now be provided to small businesses, corporate and local groups and there is currently two corporate memberships. Over 150 members are payroll members from a few organisations in Coventry, including Coventry City Council.



4.3. **Lending and Savings** – Since October 2013 the loan book has increased by > 20% from £437,716 to £528,713 in July 2015. Handy loans or instant loans which are targeted at lower income households who can walk in and apply for loans up to £500 now represent 5.3% of total loans, increasing from £3000 in October 2013 to £27,799 in July 2015. Savings have increased > 22% in total since October 2013 from £860,170 to £1,067,298 in July 2015. The share to loan ratio is still low around 50%, which means there is capital to lend but not the demand from borrowers.

CURRENT LOAN TYPE BREAKDOWN			
	Jul-15	% Break down	Oct-13
Handy Loans	£27,799	5.3%	£3,000
Standard Loans	£477,457	90.3%	£431,216
Christmas Loans	£8,994	1.7%	£3,500
Restart Loans	£14,463	2.7%	0
<b>Total</b>	<b>£528,713</b>	<b>100%</b>	<b>£437,716</b>

4.4. **Forecasts** –Year 1 forecast have been achieved for membership and saving targets, but work needs to be undertaken improve the share to loan ratio. It is believed that an effective marketing strategy and an online loan application which are being introduced in October 2015 will help improve this position.

The forecasts for members, savings and loans over the next three financial years are given in the table on the next page. The financial year runs from October to September.

Loans and Shares	2014-15	2015-16	2016-17
Loans to members (personal)	£585,000	£620,000	£720,000
Member shares (personal)	£962,550	£948,203	£1,040,586
Member shares (corporate)	£8,000	£9,000	£10,000
Junior deposits	£70,000	£72,000	£75,000
Total adult members	1,950	2,040	3,000
Total junior members	890	907	960
Total corporate members	3	3	4

#### 4.5. Expansion Grant DWP Credit Union Modernisation Fund

- 4.6. Phase 1 and 2 of the Credit Union Expansion Project (CUEP), which New Central Credit Union have signed with DWP, offers an exciting future with a broad range of financial products and services, including a fully automated banking platform, together with a national marketing campaign.
- 4.7. To attract Tier 1 and 2 savers and increase operational efficiencies New Central has decided to go ahead with the Credit Union Expansion Plan with DWP. DWP have £38m to help credit unions in the programme to expand and modernise and to provide financial services and loans to 0.5 m new customers, increase both savings and loans by £500m and to assist credit unions to achieve financial stability by April 2016. In order to achieve this they require credit unions to:-
- Introduce automated banking platform capable of offering basic, current, budget, loans and savings accounts (max cost of £0.99 per week to customer)
  - Share support services (marketing, treasury and HR)
  - Improved automated loan decisions
  - Increase/improve access channels
  - Introduce additional products
  - Partake in a national marketing strategy
  - Develop effective partnership arrangements
  - Ensure professional financial advice to Boards
- 4.8. All phase 2 transformational credit unions will get funding to buy/incorporate the new online banking platform and manage the change of systems. It is believed that the CUEP products and services will be attractive to existing and potential members (Tier 1 and 2). Their development is being promoted by the government and there is general consensus that a viable alternative to the existing banking system is needed and the proposed deliverables are essential to mitigating some of the potential negative impacts of planned welfare changes.
- 4.9. Registered Social Landlord's and others are also very keen that these services and products are available to their tenants, not least to protect their own income, and are prepared to make a financial contribution towards their costs.

4.10. New Central Credit Union like all transformational credit unions will receive £8500 towards marketing costs other than the national campaign. The availability of this fund was delayed by one year; however, it has now taken action in full swing. With the help of this marketing support, New Central Credit Union has now initiated three marketing campaigns.

4.11. **Marketing Campaigns and Activities** – The three phase marketing plan to help promote it's products and to encourage new membership are:

Phase 1: An A5 leaflet campaign promoting Handy/Instant loans undertaken summer 2015.

Phase 2: The following marketing campaigns are soon to be launched:

Marketing Campaign	Details of campaign	Launch Date	Status
New Website with online loan calculator and online loan application	Online loan application to target new members and hard to reach geographical locations and communities.	Early October 2015	Development under way.
Rebranding and general awareness in the city.	New POS marketing material and leaflets.	Early October 2015	Design company hired.
Payroll promotion	Target more tier 1 and 2 payroll members for at least 3 new employers in Coventry City.	November 2015	Design company hired.

Phase 3: A National marketing campaign in April/May 2016.

## 5. Other Achievements

5.1. The credit union is heavily dependent on its volunteers to run its operations as it only has 2.5 full-time equivalent employees. Currently there are 15 volunteers running the credit union, a mix of students, members out of work and seeking employment, retired volunteers helping on everyday basis. The credit union has always supported volunteers looking for new skills to get into employment. Students and members seeking employment have found their credit union work experience very rewarding, many of them have secured paid jobs now.

### ***An email we received from our volunteer in August 2015***

*'As you know I have been actively looking for a job, I have been fortunate enough to come back from my holiday to find that I have been offered a job in Leicester. I would like to thank you and the staff for helping me with my job experience in the past year and I am definitely not going to forget the team and the support you have given me'.*

The credit union has also signed up to the apprentice program and recruited one apprentice on a customer advisory role.

## 6. Proposals for 2015 - 2016

6.1. The vision of the credit union is to growth into an efficient, sustainable organisation offering a variety of products and a first class service to its members. The aim is to be sustainable, funded through 90% of operational income. To achieve this there is a need to have a more mixed membership (different income groups) and products and services that will attract Tier 1 and 2 members (members over £15,000 pa income group).

- 6.2. **Expansion Grant** - To implement phase 2 of the expansion grant, with the introduction of the new banking platform and the offer of a broader range of products and services.
- 6.3. **Marketing Strategy** – To implement the Marketing Campaigns and Activities mentioned in 4.12 to compliment the Expansion Grant works and particularly to increase the number of loans issued. While our members and savings have increased well over the past year, it is loans which generate income to pay overheads. Over the last year loans have not increased as expected, so a concentrated approach on loans and engage with effective marketing will be undertaken over the coming year.
- 6.4. **Reducing Expenses** – Whilst implementing 6.2. and 6.3 above a review of bad debts and processes associated with these will be undertaken, as this is one of the biggest expenses on the credit union's financial statements.
- 6.5. The credit union will continue to work towards achieving its objectives and aim to achieve financial sustainability by end of three years.

## 7 Comments from Executive Director of, Resources

### 7.1. Financial implications

This report is the first annual report of a three year Grant Aid Agreement signed on the 2<sup>nd</sup> June, 2014. Years two and three of the agreement are for the amount of £27,024 for rent and rates for the premises in Smithford Way, Coventry. New Central Credit Union has received a copy of the letter from Cabinet Member for Strategic Finances and Resources. No further funding is being requested at the time of this report.

The External Audit of the accounts was unable to form an opinion that the accounts presented a true and fair view for the financial year end September 30<sup>th</sup> 2014. New Central has provided reasons for this, and has put processes in place to ensure this will not be the position for the 2014/15 financial year.

The Council are undertaking further work with New Central in relation to their financial sustainability by 2017/18.

### 7.2. Legal implications

Grant Aid Agreement in place for three years from 2<sup>nd</sup> June, 2014. Reference: L/AP/5500-516.

The Grant Aid Agreement was entered into pursuant to the Council's powers contained in Section 1 of the Localism Act 2011.

### 7.3. Other implications

None

### 7.4. How will this contribute to achievement of the Council's key objectives / corporate priorities?

One of the Council's Local Priorities is protecting the most vulnerable and reducing the impact of poverty. The Council is supporting credit unions to provide a sustainable and effective alternative to the high interest borrowing typical of pay day loan companies. More generally credit unions provide an ethical and community-based approach to personal

finance which, it is hoped, will benefit residents and the city over the longer term, making services more accessible to all.

7.5. How is risk being managed?

The grant is being monitored on a quarterly basis and an annual report will be received by Cabinet Member for Strategic Finance and Resources. Any immediate high risks will be identified and reported on at least a quarterly basis and corrective action would be undertaken.

7.6. What is the impact on the organisation?

Officer time is required to monitor the grant, but this is minimal. The Council takes its Corporate Responsibility very seriously in supporting community organisations and the vulnerable residents of the city, but austerity cuts could affect the Council's on-going commitments.

7.7. Equalities / ECA

The services of Credit Unions are targeted at the most vulnerable and provide a service open to all. There are no equality implications within the report. The report is giving an overview of services provided. The Council would undertake an ECA on any policy change

7.8. Implications for (or impact on) the environment  
None.

7.9. Implications for partner organisations?

If funding were to be withdrawn during the period of the grant aid agreement, then the organisation would have to meet any shortfall in their obligations on new premises for the remainder of the term of the agreement.



**Report author(s):**Navneet Sharma  
Dawn FordManager, New Central Credit Union  
Coventry Partnership and Communities Manager**Directorate:**

Chief Executive's

**Tel and email contact: x 4356 dawn.ford@coventrypartnership.com**

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Navneet Sharma	Manager, New Central Credit Union	New Central Credit Union	11.09.15	18.09.15
Dawn Ford	Coventry Partnership and Communities Manager	Chief Executive's	11.09.15	18.09.15
Nicola Leslie	Accountant	Resources	11.09.15	18.09.15
Usha Patel	Governance Services Officer	Resources	23.09.15	23.09.15
<b>Names of approvers for submission: (officers and members)</b>				
Finance: Barry Hastie	Finance Manager	Resources	23.09.15	23.09.15
Legal: Robert Parkes	Commercial Lawyer	Resources	23.09.15	28.09.15
Director: Jane Moore	Director of Public Health	Chief Executive's	23.09.15	28.09.15
Valarie De-Souza	Public Health Consultant	Chief Executive's	23.09.15	28.09.15
Members: Councillor Damian Gannon	Cabinet Member		23.09.15	28.09.15

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Cabinet Member for Strategic Finance and Resources

12<sup>th</sup> October 2015

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director of Resources

**Ward(s) affected:**

All

**Title:**

Agency Workers and Interim Managers – Performance Management Report Q1 (1 April to 30 June 2015).

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**Is this a key decision?**

No. Although the matter within the Report can affect all wards in the City, it is not anticipated that the impact will be significant and it is therefore not deemed to be a key decision.

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**Executive Summary:**

To provide the Cabinet Member with performance information on the use of agency workers procured through the Master Vendor Contract for the Q1 period 1 April to 30 June 2015; to compare Q4 2014/15 with Q1 2015/16 expenditure. To also consider Interim Manager spends for the same periods which are now procured through National Framework Agreement RM692 along with any additional off contract spends across the authority.

**Recommendations:**

The Cabinet Member is asked to:

1. Approve monitoring processes to continue for both Agency workers and Interim Managers.
2. Endorse compliance with the corporate policy on the recruitment of Temporary Agency Workers through the Master Vendor, Pertemps.
3. Instruct officers to continue to work towards reducing expenditure on the use of agency workers.

**List of Appendices included:**

The information attached in Appendix I shows the total expenditure on agency workers by Directorates for Q1 2015/16 for spends with the Master Vendor supplier, Pertemps.

The information attached in Appendix II show the justification of new orders placed by Directorates for agency workers during Q1 2015/16 for spends with Pertemps.

The information attached in Appendix III shows a summary of the usage of agency workers in Q1 2015/16

**Other useful background papers:**

None

**Has it or will it be considered by Scrutiny?**

No

**Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report title:**

**Agency Workers and Interim Managers – Performance Mgt Report Q1 (1 April to 30 June) and Interim Managers spends.**

**1. Context (or background)**

The Master Vendor contract requires all agency workers to be ordered through the Master Vendor, Pertemps and came into force on the 2 December 2013. The Master Vendor will supply all suitable agency workers through their own agency or through a 2<sup>nd</sup> tier arrangement with other agencies on behalf of the Council, using rates of pay based on an agreed pay policy and a negotiated mark-up rate, with the Master Vendor. The information supplied by the Master Vendor on the agency spends gives detailed information on agency worker usage and spends.

**Options considered and recommended proposal**

The table in 2.1 below shows a comparison for Q4 for 2014/15 with Q1 2015/16 and indicates if there has been an increase or a decrease in spend. The Master Vendor Contract covers all agency workers with the exception of interim managers for HAY Graded posts and agency workers in schools.

**2.1 Table for comparison with Q4 2014/15 and Q1 2015/16 Agency Spend.**

<b>Directorate</b>	<b>Spend Q4 2014/15</b>	<b>Spend Q1 2015/16</b>	<b>Increase/decrease</b>
People Directorate	£1,924,873	£1,758,815	-£166,058
Places Directorate	£84,576	£83,101	-£1,475
Resources Directorate	£276,945	£244,856	-£32,089
Chief Executives	£0	£0	--
<b>TOTAL</b>	<b>£2,286,394</b>	<b>£2,086,771</b>	<b>-£199,622</b>

**Directorate Commentary on increased Agency worker Spend for Q1 2015/16**

There has not been an increase in spend by any directorate.

**People Directorate**

Work is continuing regionally between 14 local authorities in the West Midlands to cap the agency worker hourly rates for Children’s Social Workers (this varies depending on the level being appointed to). Concerns had been raised by Chief Executives and the Director of Children’s Services in the region about escalating hourly rates for Children’s Social Workers so a meeting was held in 2014 to agree on capped rates for several levels of social workers and an agreed protocol was signed by all 14 contributing local authorities. These capped rates were introduced at the beginning of January 2015. Social workers currently engaged with an Authority will remain on their agreed rates until such time as they move authorities and then the new rates will be applied. Work is also in progress to create a centralised bank of references held on behalf of participating authorities. This will enable more effective monitoring of agency worker performance between Authorities. This project should result in hourly rates for agency social workers remaining static and ultimately reducing. Other authorities from surrounding areas have shown an interest in the project and will be interested to see how we progress. Managers are required, as is our Master Vendor Pertemps, to ensure that no hourly rate is awarded above the

agreed capped rate and exceptions will be reported to the Director. To date, we have had no negative feedback on this new scheme, or seen any mass exodus of agency social workers from the local authority. We will continue to monitor the effectiveness of the protocol over the coming months.

**2.2 Table for Comparison of Interims and authorised off contract spend on agency workers between Q4 2014/15 and Q1 2015/16**

Directorate	Total Spend in Q4	Total Spends in Q1	Increase / Decrease in Spend
People	£689,070	£106,655	Decrease
Place	£1,371,644	£620,610	Decrease
Resources	£0	£8,329	Increase
<b>TOTAL</b>	<b>£2,060,714</b>	<b>£735,594</b>	

Previously Interims were always off-contract and generally are the only off-contract agency staff. However, recently, the existing Pertemps contract has been used to source Interims and so there is now a mix of on- and off-contract and hence these figures have been merged.

**2.3 Unauthorised Off-Contract spends Q1 2015/16**

There has been no unauthorised off contract spends for Quarter 1 identified.

**People Directorate**

There were 3 interims employed in the People Directorate during Quarter 1: covering vacant posts of Interim Assistant Director Children’s Social Care, Service Manager Fostering & Adoption and Review & Quality Assurance Manager.

**Resources Directorate**

The interim employed in the Resources Directorate during quarter 1 is covering the role of Customer Services Manager.

**3. Rebate**

The cost of agency workers is made up of the pay rate for the work plus working time directive payments, national insurance payments and a margin or mark up to the agency. As part of the Master Vendor contract, fixed pay rates have been set corporately for each job category. Given that national insurance payments and the working time directive are fixed legislative requirements, Pertemp's procurement of agency workers is based on reducing agency mark ups in order to generate cashable savings.

The final total in rebate we received for the year 2014/15 was £1,446,724 which exceeded the initial forecast of £1,300,000. The Management rebate income forecast for 2015/16 is £1,200,000. This forecast is based on an expected decrease compared to last year’s rebate to take into account the expected decline in spend on agency workers. For Q1 we received a rebate of £360,263 from Pertemps.

#### **4. Strategic Management Board Comment**

The Master Vendor contract is a planned strategy to work towards reducing the level of agency spends and to better understand where and how we use agency workers.

There will always be the need to use agency workers. However, it is acknowledged that current usage is still too high because of the need to cover sickness absence, short-term cover, cover whilst Fundamental Service Reviews are taking place and to cope with sudden surges of demand. This will require the need for scarce skills and workers during these reviews; organisational restructures and sudden peaks in demand.

In terms of the cost of using agency workers, it is important to note that not all of the cost is in addition to normal staffing spend. Although agency cover associated with sickness absence in front line services is often an additional cost, in the case of agency cover for vacant posts the cost will be funded in part by the relevant staffing budget.

Where opportunities exist for bulk recruitment campaigns to front line essential services, the Human Resources Recruitment Team will continue to work with service managers to establish registers of workers, who are available for casual, temporary or permanent work in order to reduce the use of agency workers. However, some roles continue to be hard to recruit. In the case of social workers we have had some success with recruitment on the 'Do it for Daniel' campaign, but nevertheless recruitment continues to be difficult.

The new contract with Pertemps came into effect on the 2 December 2013. The contract, is a joint contract with Warwickshire and Solihull following an extensive tendering process, and has now been fully implemented. The new contract is a hybrid Master Vendor arrangement which will provide the Council with additional advantages to the existing Master Vendor contract.

#### **5. Results of consultation undertaken**

- 5.1 The report sets out the steps the Council is taking to reduce expenditure on agency workers, particularly in those areas where they are used most intensively.
- 5.2 The report is able to identify more accurately spend on agency workers and the reasons for spend.
- 5.3 Officers will continue to bring the monitoring information to the Cabinet Member and steps will continue to be taken to endeavour to reduce the level of expenditure.
- 5.4 Management Information has given the opportunity for the Recruitment Team to target large areas with high usage of agency workers to try and reduce the need for agency workers. This work is ongoing.

#### **6. Timetable for implementing this decision**

Not applicable

## **7. Comments from Executive Director, Resources**

### **7.1 Financial implications**

Quarterly monitoring of expenditure on agency workers will continue throughout the contract. The cost of agency workers for the current reporting period from the Pertemps system is £2,086,771 which equates to 5.32% of the overall wage bill for this quarter (excluding schools).

Pertemps operate a live management accounts system which places the cost of agency workers in the period the work took place rather than the period of time in which the Council was billed for or paid the related invoices. The system shows the volume of agency activity/usage in a particular quarter irrespective of when invoices are paid. Therefore this information will be different from that which has gone through the Council's financial systems during Q1.

Pertemps system only incorporates timesheets authorised by managers and therefore the costs for a particular quarter will increase throughout the year as more timesheets are authorised. We actively work with the master vendor to keep outstanding timesheets to a minimum.

### **7.2 Legal implications**

There are no specific legal implications associated with this report.

## **8. Other implications**

### **8.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / LAA (or Coventry SCS)?**

The Agency Worker Contract arrangement provides good value for money in relation to the procurement of agency workers. It also provides firmer controls on the use of agency workers and has in place sound management reporting to see where spend is taking place to target recruitment, maximise resources, and reduce spend on agency workers.

### **8.2 How is risk being managed?**

No risks identified

### **8.3 What is the impact on the organisation?**

Through the rigorous monitoring of the use of agency workers and alternative strategies for resourcing short-term work requirements, the dependency on agency workers should be reduced. The Council's Policy on the use of agency workers states that Agency Workers should only be used when:

- Proper recruitment processes have failed to secure an appointment and staff cover has become crucial to the delivery of services;
- Short-term temporary cover is required until proper recruitment processes have been completed and an appointment is made;
- Unplanned absences require immediate cover to ensure continuity of services;
- Unplanned, short-term or peak workloads occur.

Human Resources are proactively supporting managers to reduce agency spend.



#### **8.4 Equalities / EIA**

We have removed the equalities data for this quarter due to the incomplete equalities data the master vendor is able to provide at this time. We will be working with our master vendor to survey all our agency workers to make it mandatory for them to complete an equalities monitoring form which will incorporate a category of “prefer not to say” to try and increase the accuracy and the value of the data. No equality impact assessment has been carried out as the recommendations do not constitute a change in service or policy.

#### **8.5 Implications for (or impact on) the environment**

None

#### **8.6 Implications for partner organisations?**

None

**Report author(s):****Name and job title:**

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**Directorate:**

Resources Directorate

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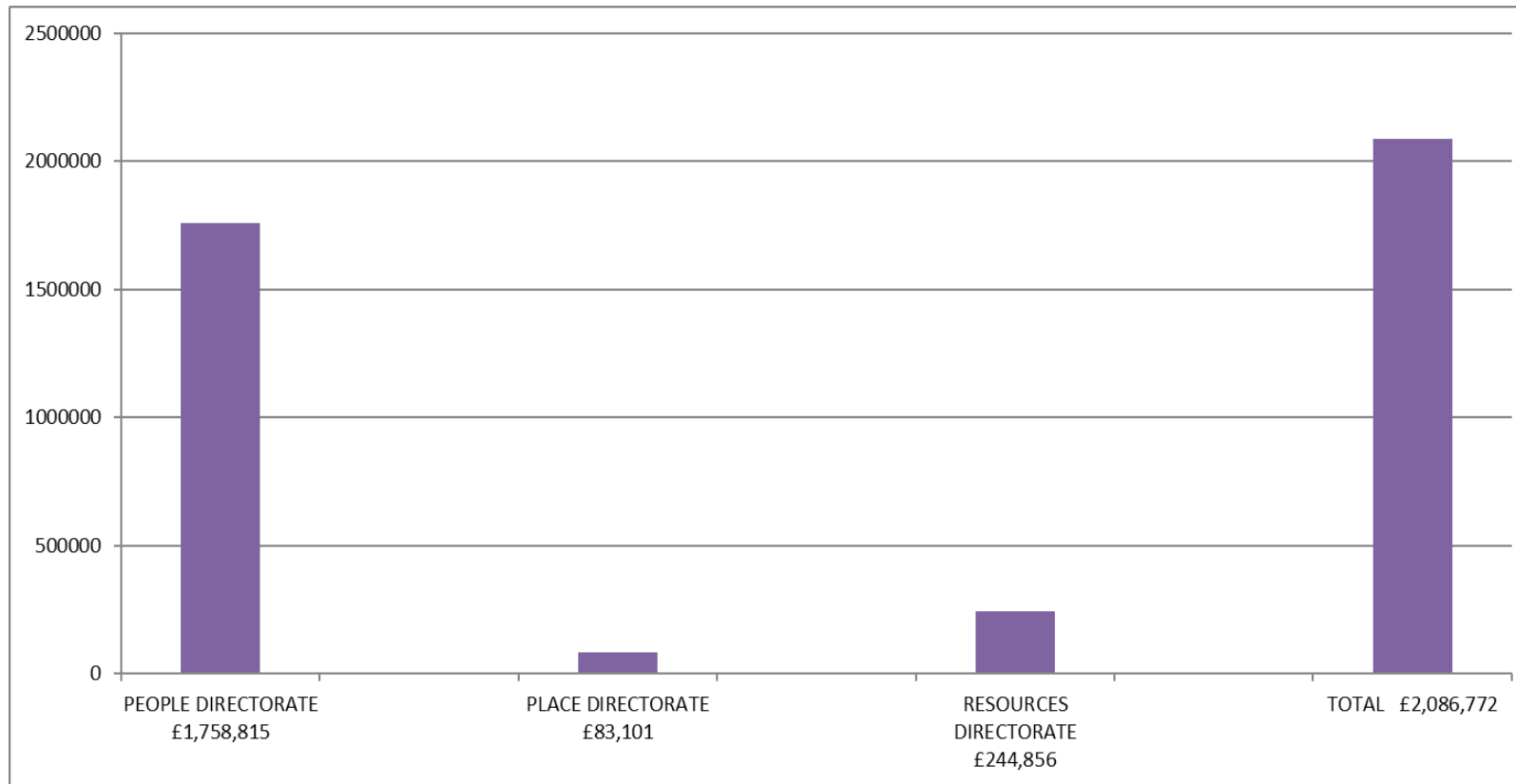
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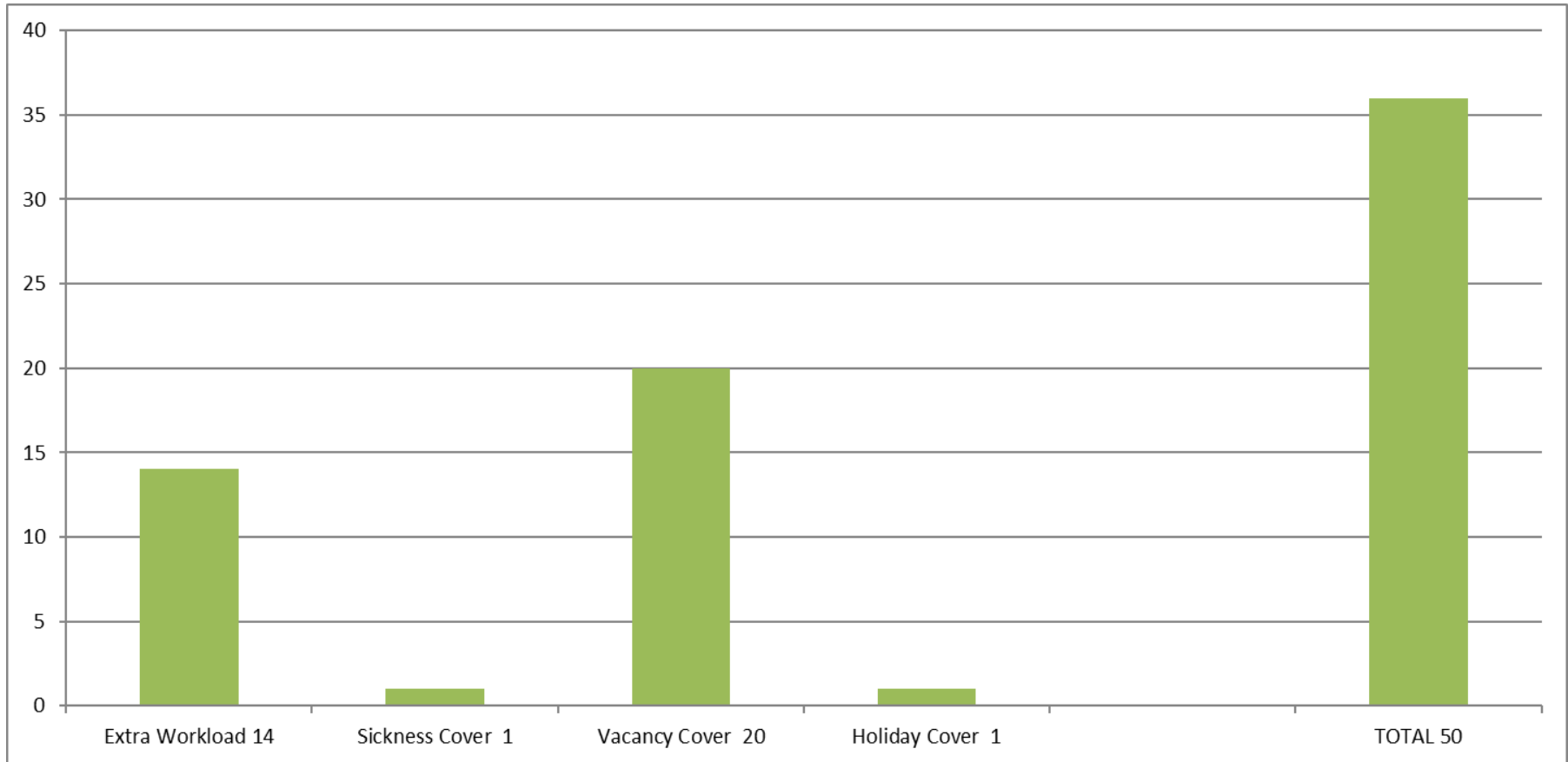
<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
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Other members				
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Finance: Kathryn Sutherland	Lead Accountant	Resources	29/9/15	29/09/2015
Legal: Julie Newman	Legal Services Manager, People	Resources	28/09/2015	28/09/2015
Director: Chris West	Executive Director	Resources	14/09/2016	29/09/2015
Member: Councillor Gannon	Cabinet Member for Strategic Finance and Resources			

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APPENDIX I: Agency Spend by Directorate quarter 1. April to June 2015





**APPENDIX III - SUMMARY OF USE OF AGENCY WORKERS BY DIRECTORATE AND STRATEGIES IN PLACE FOR REDUCING DEPENDENCY ON AGENCY WORKERS**  
**Q1 APRIL to JUNE 2015**

<b>Directorate</b>	<b>Q4 January to March 2015 Expenditure by Service Area</b>	<b>Q1 April to June 2015 Expenditure by Service Area</b>	<b>State Usage of Agency Workers in Q1 (if increased)</b>	<b>What Strategies are in place for Reducing Dependency on Agency Workers</b>
People Directorate	<b>Total Expenditure Q4</b>  <b><u>£1,924,873</u></b>	<b>Total Expenditure Q1</b>  <b><u>£1,758,815</u></b>	<b>Reduction in Agency spend since Quarter 4</b>  The regional agreement on agency rates for experienced social workers has mitigated against the previously increasing charge rates.	The introduction of greater challenge by adding an extra approval stage for the ordering of social workers.
Place Directorate	<b>Total Expenditure Q3</b>  <b><u>£84,576</u></b>	<b>Total Expenditure Q4</b>  <b><u>£83,101</u></b>	<b>Reduction in Agency spend since Quarter 4</b>	
Resources Directorate	<b>Total Expenditure Q3</b>  <b><u>£276,945</u></b>	<b>Total Expenditure Q4</b>  <b><u>£244,856</u></b>	<b>Reduction in Agency spend since Quarter 4</b>	
<b>OVERALL TOTALS</b>	<b>Q4 £2,286,394</b>	<b>Q £2,086,771</b>	<b>Overall a reduction in Agency spend since Quarter 4</b>	

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Cabinet Member for Strategic Finance and Resources

12 October 2015

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director of Resources

**Ward(s) affected:**

None

**Title:**

3 month April – June 2015 Cumulative Sickness Absence 2015-2016

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**Is this a key decision?**

No

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**Executive Summary:**

To enable Cabinet Member for Strategic Finance and Resources to monitor:

- Levels of sickness absence for the 3 month period of April - June 2015.
- The actions being taken to manage absence and promote health at work across the City Council.

**Recommendations:**

Cabinet Member for Strategic Finance and Resources is asked to receive this report providing sickness absence data for the 3 month period of April to June 2015 and endorse the actions taken to monitor and manage sickness.

**List of Appendices included:**

Appendix 1 - Coventry City Council – Days Lost per FTE 2004 - 2015

Appendix 2 - Directorate Summary Out-turn (April – June 2015 vs. April – June 2014)

Appendix 3 – Coventry City Council Reasons for Absence (April – June 2015)

Appendix 4 - Days Lost per FTE, by Directorate (April – June 2014/2015 vs. 2015/2016)

Appendix 5 - Coventry City Council Percentage Breakdown of Absence (April – June 2015)

Appendix 6 - Coventry City Council Spread of Sickness Absence (By Length of Days) (April – June 2015)

Appendix 7 and 8 - Summary of Occupational Health & Counselling Services Activities Undertaken (April – June 2015)

**Other useful background papers:**

None.

**Has it or will it be considered by Scrutiny?**

No.

**Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No.



## Report title: 3 Month (April – June 2015) Cumulative Sickness Absence 2015/2016

### 1. Context (or background)

1.1 Annual and quarterly information is based on full time equivalent (FTE) average days lost per person against the FTE average days per person available for work. This is the method that was previously required by the Audit Commission for annual Best Value performance indicator reporting. The City Council continues to use this method to ensure consistency with previously published data.

1.2 This report gives the cumulative sickness absence figures for the Council and individual directorates.

### 1.3 Performance and Projections

<b>FTE Average Days Lost</b>	<b>All Employees</b>	<b>All Employees (except teachers)</b>	<b>Teachers</b>
2014/15 – Quarter 1	2.17	2.33	1.58
2015/16 – Quarter 1	1.99	2.24	1.04

<b>Annual FTE Average Days Lost</b>	<b>All Employees</b>	<b>All Employees (except teachers)</b>	<b>Teachers</b>
2015/2016 Projected	8.84	9.87	5.35
2015/16 Target	8.50	9.14	6.30

### 1.4 Reasons for Absence

1.4.1 Appendix 3 Illustrates that:

- The most occasions of sickness absence across the City Council in April – June 2015 is Stomach, Liver and Gastroenteritis accounting for 735 occasions. The amount of time lost through Stomach, Liver and Gastroenteritis was 1,773.14 days.
- The amount of time lost through Stress, Depression, and Anxiety was 3,976.26 days, making it the highest cause of time lost. However, it is not possible to differentiate between personal stress and work related stress.
- The second and third most prevalent reasons for time lost due to sickness absence were Other Musculo-Skeletal Problems (3,024.00 days) and Stomach, Liver and Gastroenteritis (1,773.14 days).

1.4.2 A comparison of year on year figures across the authority reveals that:

- Quarter 1 (ending June 2009) out turn was **2.43** (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2010) out turn was **2.26** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2011) out turn was **1.96** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2012) out turn was **2.19** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2013) out turn was **2.07** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2014) out turn was **2.17** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2015) out turn was **1.99** days (average sick days lost per full time equivalent employee).

1.4.3 When comparing Quarter 1 (2015/16) out turn with last years in the same period (2014/15), it reveals that:-

- Reduction of the occurrences of absence by **304** based on comparison with the same period last year.
- Reduction of total days lost per FTE by **2,117.54** days based on comparison with the same period last year.
- Reduction of **14,784.45** working hours' lost based on comparison with the same period last year out-turn.
- Reduction of **£148,655.58** in respect of cost of absence based on comparison with the same period last year.
- Stress has reduced by **115.76** days and by 25 occasions, based on comparison with the same period last year.
- Musculo-Skeletal has reduced by **990.82** days and by 53 occasions, based on comparison with the same period last year.
- There has been an increase of 100.25 days lost due to Infection, Colds and Flu, but a reduction of 20 occasions based on comparison with the same period last year.

- Chest, Respiratory, Chest Infection has reduced by **26.5** days and by 20 occasions, based on comparison with the same period last year.

1.4.4 The data provided within Appendices 2 and 4 reflects each Directorates' performance and establishments.

## 1.5 Frequent and Long Term Absence

1.5.1 Appendix 5 provides the breakdown between frequent and long-term absence levels during 2015/2016.

1.5.2 Appendix 6 provides a more detailed breakdown of the duration of absences.

## 1.6 Dismissals through Promoting Health at Work Corporate Procedure

1.6.1 During April – June 2015 there have been a total of **6** dismissals in accordance with the Promoting Health at Work Corporate Procedure. **2** dismissals have been due to ill health retirement and **4** dismissals have been where the City Council cannot continue to sustain the level of sickness absence.

## 2. Options considered and recommended proposal

### 2.1 Activities during Quarter 1 from the HR Health & Wellbeing Team

2.1.1 The HR Health & Well Being Team aims to ensure a consistent approach to sickness absence management and is responsible for providing information on sickness absence to Directorate Management Teams/Senior Managers on a monthly basis and supporting managers in the application of the Council's Promoting Health at Work procedure.

2.1.2 Directorate Management Teams review summary absence reports on a monthly basis to monitor progress and determine actions needed to address any hotspots.

2.1.3 The Health & Well Being Team undertake proactive strategies to support the authority to reduce levels of sickness absence. They include:

- Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about an employees continued employment.
- A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.

- Training is provided to managers to support dealing with both practical and procedural issues. An on-going programme of training is taking place across the Council as a whole. This includes receiving the absence phone call, conducting effective Return to Work Interviews, supporting Disabled Employees and understanding the rationale for making Reasonable Adjustments in the work place to facilitate an employee's return to work.
  - Training has allowed Managers the opportunity to refresh their knowledge and understanding of the Promoting Health at Work process.
  - The implementation of an intranet based absence toolkit '*Managing Absence - Your Guide*' along with a desk top icon for easy access. The purpose of the toolkit is to enable managers to deal with the routine "day to day" sickness absence management tasks. The toolkit contains a number of simple and easy to use guides. The toolkit also provides detailed FAQs, 'how to guides' and some straightforward 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.
- 2.1.4 A number of service areas across the Council hold regular 'performance summits / clinics' on a monthly, quarterly or as needed basis. These incorporate both the management of sickness cases as well as areas of performance concerns, which in some cases have a direct link.
- 2.1.5 These serve as a useful mechanism to safeguard the general well-being of the organisation ensuring performance and attendance are well-managed for all parties. This guarantees absence levels remain a high priority with the aim to reduce these levels for the Council and to enable services to be cost-effectively delivered to the public.
- 2.1.6 The purpose of 'performance clinics', are to provide an opportunity for Management with the relevant Head of Service / Assistant Director, to review sickness and performance cases within a given area. This is to ensure cases are being addressed in a timely manner and are being robustly, consistently, fairly and appropriately managed through the application of the Promoting Health at Work process and other relevant processes.
- 2.1.7 The clinics provide an opportunity for Managers to share good practice and experience in managing absence levels, as well as to gain further advice, support and updates on changes to procedure and support the Council can provide to its employees and Managers, from their Lead HR Representative, HR Health & Wellbeing Team and HR Representative Performance Team.
- 2.1.8 One of the particular key benefits of performance clinics has been to identify hotspot areas, or key issues/reasons for absence within service areas. This enables the advice, support and resources to be tailored to ensure these issues are addressed and managed and that our employees are appropriately supported. This has proved to be very useful in making a positive impact in the working environments and on attendance levels.

2.1.9 At the request of the Cabinet Member, it is confirmed there are no outstanding casework from absence triggers generated from Quarter 1.

## 2.2 **Be Healthy Be Well Initiative**

2.2.1 The Be Healthy Be Well initiative is joint project between the HR Health & Well Being Team and Occupational Health & Counselling Support Team which was launched in January 2012. The primary aim of the initiative is to act as central source of information and encourage Council employees to get Fit and Healthy.

2.2.2 The initiative has delivered the following events in Quarter 1:

- **On Your Feet Campaign** – the 24<sup>th</sup> April 2015 was ‘On your feet’ day’ highlighting the fact that we all spend too much time sitting down and would be healthier and happier if we got on our feet more often. Staff across the Council including The Transformation Team, took on various challenges from standing for phone calls and meetings to sending fewer e-mails and walking to other offices instead.
- **“Step to the Summit” Scheme** – to help charity at the same time as getting fit – The workplace stair climbing challenge, from the World Cancer Research Fund encourages teams to try to climb to the top of Everest from the comfort of the office.
- **Guided relaxation for panic attacks** – guided relaxation is provided by the Counselling Service to help individuals to manage panic attacks, stress and anxiety. The groups consist of eight to 10 employees.
- **Relaxation and Anxiety Management** - continuation of free guided Relaxation for Panic Attacks and Anxiety Management using Cognitive Behavioural Therapy (CBT).
- **Rush Hour Challenge** – 3rd June 2015 which saw people travel actively to the Memorial Park from all different locations in the City.
- **The Colour Blast fun run** – Sunday 21<sup>st</sup> June 2015 is a happy, healthy and ridiculously fun 5k run held at the War Memorial Park.
- **Work Out @ Work Day** – 12<sup>th</sup> June 2015 encouraged staff to join in and continue the healthy habits being built up by teams across the Council. This included undertaking healthy lunchtime walks.
- **Golf** – opportunities for Adults to take up the game of golf and free Golf coaching at War Memorial Park.
- **Tennis** – opportunities to try tennis as part of the Great British Tennis Weekends on the 16<sup>th</sup> & 17<sup>th</sup> May and 13<sup>th</sup> & 14<sup>th</sup> June through The Lawn Tennis Association.
- **Table-Tennis** – continuation of the Challenge Martin Table tennis sessions.

- **International Day of Sports and Games** – 14<sup>th</sup> June 2015 at Fargo Village.
- **Workplace Challenge Midday Mile as part of Workplace Health Week** – Council staff stepped out for the official Workplace Challenge Midday Mile on the 20<sup>th</sup> May 2015 when staff were invited to meet up for a midday walk, jog, cycle or roller skate towards the War Memorial Park.
- **Coventry Cycling Festival** – fun for all the family in the green surroundings of Longford Park.
- **Get Active in the Workplace** -- training on the 24<sup>th</sup> June 2015 aimed at inspiring volunteer employees to become a Workplace Activator and kick start physical activity in the workplace. The training is being delivered in partnership with the Council and Coventry and Warwickshire Sports and hosted by the Coventry Sports Foundation.
- **Assist-Mi** – is a new app that allows disabled people and people with restricted mobility to ask for assistance from service providers, retailers, offices and anywhere else they may wish to visit. This is currently being piloted and lists a directory of providers involved allowing two-way communication with the service provider so a user's needs can be met effectively.
- **Be Healthy Be Well newsletter** – continuation with publication of the very popular and informative monthly Be Healthy Be Well newsletter to all employees.

### 2.3 **Activities during Quarter 1 from the Occupational Health Team –**

- 2.3.1 The Occupational Health and Counselling team provide a vital role in supporting the management of the sickness absence process. Some of the key issues the team led on during quarter 1 of 2015/16 were:-
- Continued promotion of the **NHS Health Checks**. 106 were carried out as part of the Occupational Health and Counselling Service Wellbeing Programme. NHS Health checks are aimed at individuals between 40 and 75 years of age who are registered with a Coventry GP.
  - **Macmillan Programme** is on-going, working with the Macmillan Project Board to better support employees with cancer through the **Cancer Buddy Scheme**.
  - **The Fast Care Musculoskeletal Clinics** continues to be effective in reducing the impact of musculo-skeletal related ill health. Musculoskeletal: From the 98 cases closed, 83% demonstrated a significant improvement in pain and function. This demonstrates a positive impact on musculoskeletal problems within the organisation, linked to a reduction in sickness absence.
  - **Men's Health Week – 15<sup>th</sup> to 19<sup>th</sup> June**: Included visiting schools and workplaces Citywide, offering health checks, information and advice on lifestyle topics.

Employees were also offered health screening appointments and sports / deep tissue massage. The ergonomist also presented sessions at Whitley Depot relating to work place health conditions. Overall more than 150 attended. 50 screenings took place, 22 of whom had health problems identified.

- **Be Healthy Be Well Programme** - supporting both the sickness absence and Public Health agenda. The average number of newsletter readers per month is 1138, not including the number of readers that do not access the newsletter through Beacon.
- The Peoples' Directorate '**Keeping Well at Work Pilot**' continues to provide a fast-care Musculoskeletal (MSK) Service at Faseman House focused around social worker wellbeing.
- **Stress Audit Programme**: One Stress Audit was carried out this quarter. The audit was for the People Directorate. Managers continue to request stress audits, meeting Health and Safety Priorities.
- Two **Emotional Support Focus Groups** were run this quarter for employees working in the MASH Team. This was to help Social Workers working within a difficult service area.

### 3. **Results of consultation undertaken**

No consultation has been undertaken.

### 4. **Timetable for implementing this decision**

None.

### 5. **Comments from Executive Director, Resources**

#### 5.1 Financial implications

Sickness absence impacts on the ability of the Council to deliver its services with replacement cover required in many service areas at an additional cost to the Council.

#### 5.2 Legal implications

There are no legal implications resulting from this report.

## **6. Other implications**

There are no other specific implications.

### **6.1 How will this contribute to achievement of the Council's key objectives/corporate priorities (corporate plan/scorecard)/organisational blueprint/LAA (or Coventry SCS)?**

Sickness absence is one of the Council's corporate plan targets and performance is reported to Cabinet Member (Strategic Finance & Resources) on a quarterly basis with the final quarter containing the out turn report.

### **6.2 How is risk being managed?**

The Promoting Health at Work strategy will require further development to examine more intensively issues such as working conditions, accidents, work related ill health, and industrial injuries in addition to managing absence. This will involve liaison with colleagues in the area of safety management and Occupational Health, and will also include analysis of sickness data to identify the relationship between specific causes of absence and occupational groups.

### **6.3 What is the impact on the organisation?**

#### Human Resources

The HR Health and Wellbeing team and the Occupational Health and Counselling Service, support absence management across the whole City Council. The teams support managers to deal with sickness promptly and consistently within all directorates.

#### Information and Communication Technology

Improvements will continue to be made to the reporting process through Resource link management information to improve accuracy and detail of information in relation to all absences.

#### Trade Union Consultation

Consultation with the trade unions is on-going. The trade unions are kept up to date on the latest absence figures and are actively involved in casework regarding sickness absence management.

### **6.4 Equalities/EIA**

The application of the sickness absence management processes are continually reviewed to ensure compliance with the Council's duty under Section 149 of the



Equality Act 2010. No equality impact assessment has been carried out as the recommendations do not constitute a change in service or policy.

**6.5 Implications for (or impact on) the environment**

None.

**6.6 Implications for partner organisations?**

None.

**Report author(s):****Name and job title:**

Jaz Bilen, HR Business Partner

**Directorate:**

Resources

**Tel and email contact:**

024 7683 1054

[jasbir.bilen@coventry.gov.uk](mailto:jasbir.bilen@coventry.gov.uk)

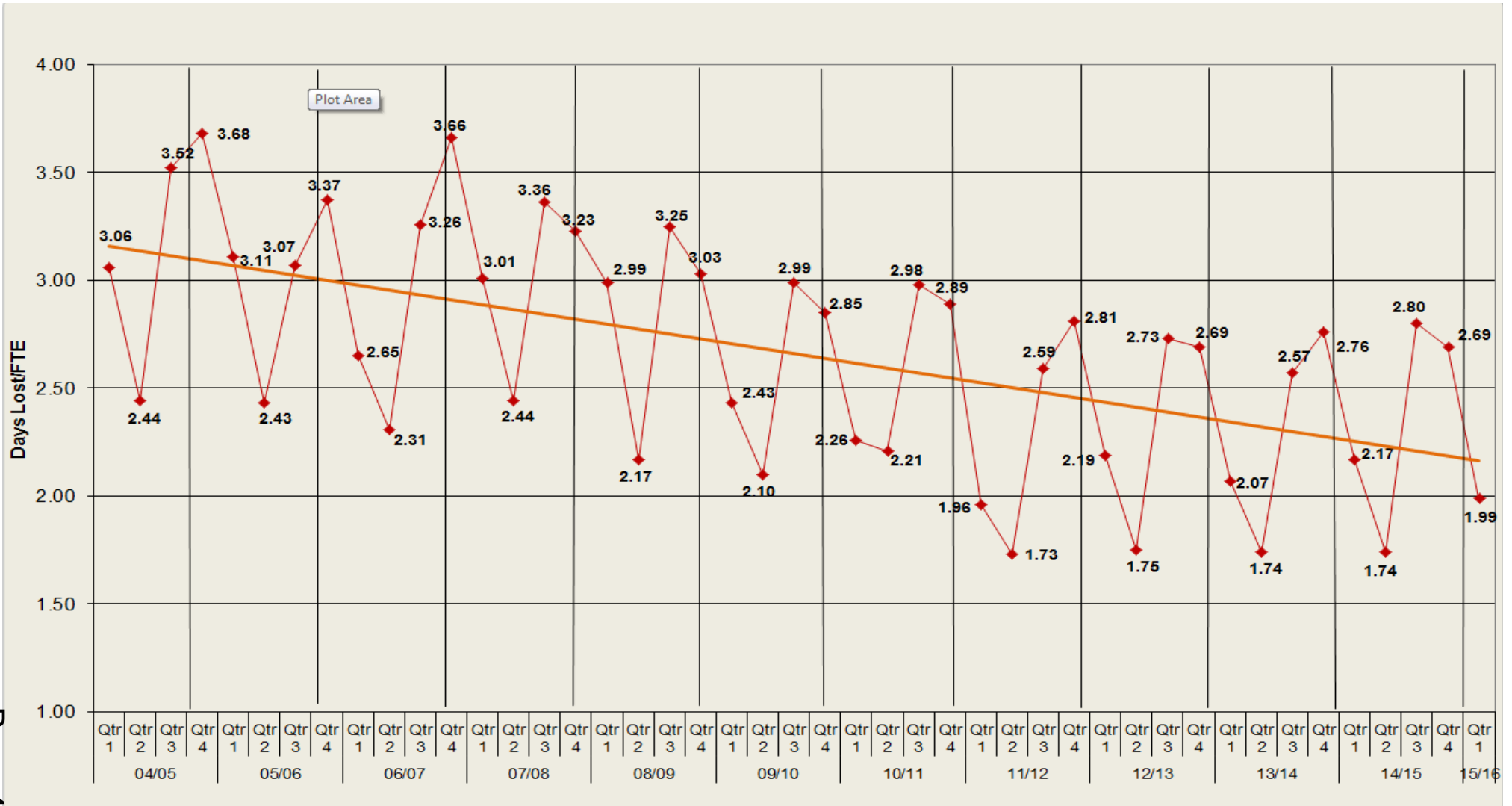
Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Kerry Crook	Human Resources Advisor	Resources	05/08/2015	10/08/2015
Angie White	Occupational Health & Safety Manager	Resources	05/08/2015	10/08/2015
Louise Hughes	Senior Accountant	Resources	10/08/2015	10/08/2015
Usha Patel	Governance Services Officer	Resources	21/09/2015	21/09/2015
<b>Names of approvers: (officers and members)</b>				
Shokat Lal	Assistant Director	Resources	12/08/2015	25/08/2015
Julie Newman	Children & Adult Legal Service Manager	Resources	12/08/2015	25/08/2015
Councillor Gannon	Cabinet Member	Coventry City Council	28/9/15	28/9/15
Chris West	Executive Director	Resources	12/08/2015	25/08/2015

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### Coventry City Council Days Lost per FTE 2004 - 2015



**Corporate / Directorate Comparisons against Target****Coventry City Council**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
1.99	2.17	8.5

This demonstrates a reduction of 0.18 days per FTE compared to 2014/2015.

**Chief Executive's Directorate**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
0.32	0.81	5.0

This demonstrates a reduction of 0.49 days per FTE compared to 2014/2015.

**Place Directorate**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
2.39	2.89	10.4

This demonstrates a reduction of 0.5 days per FTE compared to 2014/2015.

**People Directorate**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
2.72	2.31	9.5

This demonstrates an increase of 0.41 days per FTE compared to 2014/2015.

**Teachers in Schools**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
1.04	1.58	6.3

This demonstrates a reduction of 0.54 days per FTE compared to 2014/2015.

**Support Staff in Schools**

<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
2.12	2.31	9.0

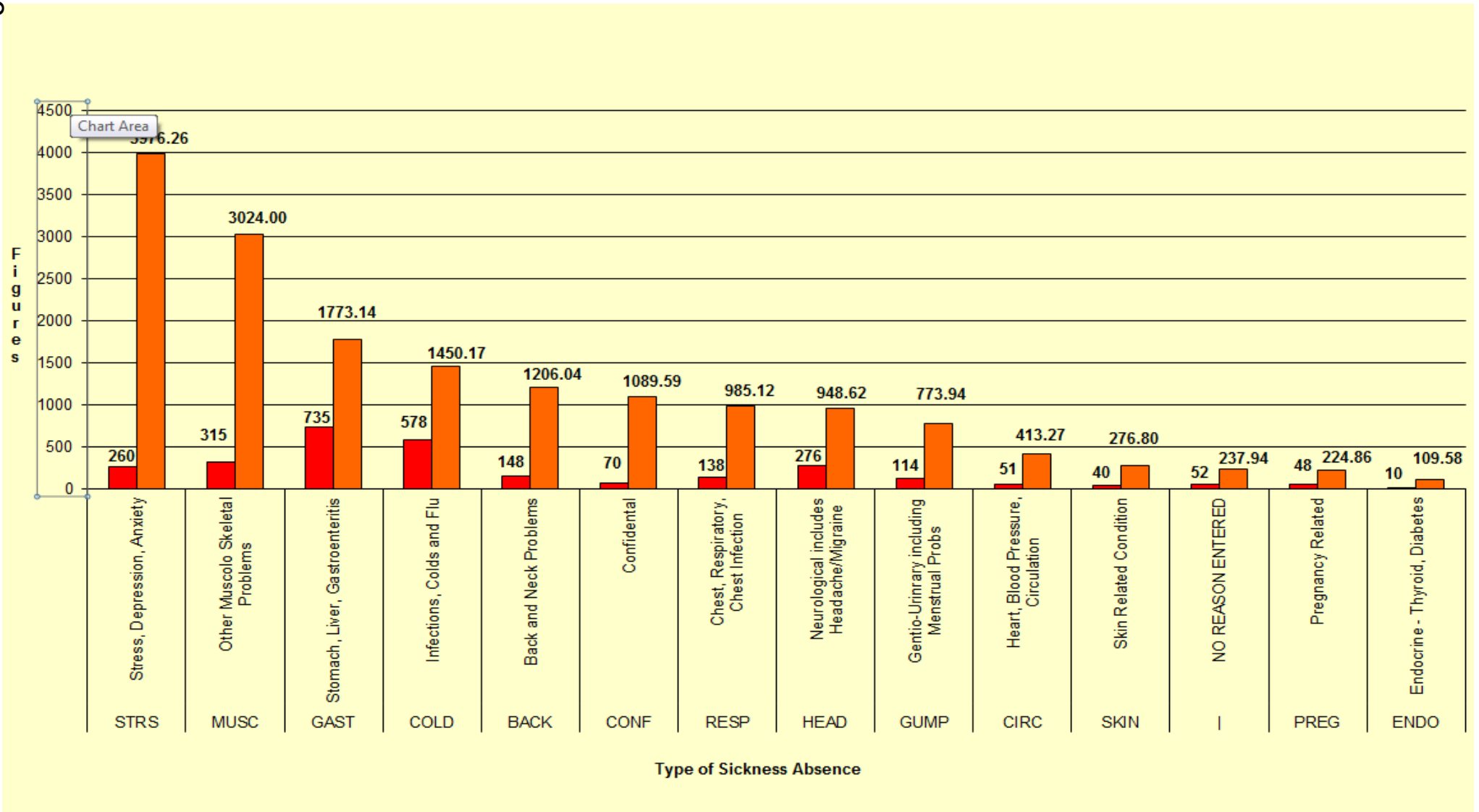
This demonstrates a reduction of 0.19 days per FTE compared to 2014/2015.

**Resources Directorate**

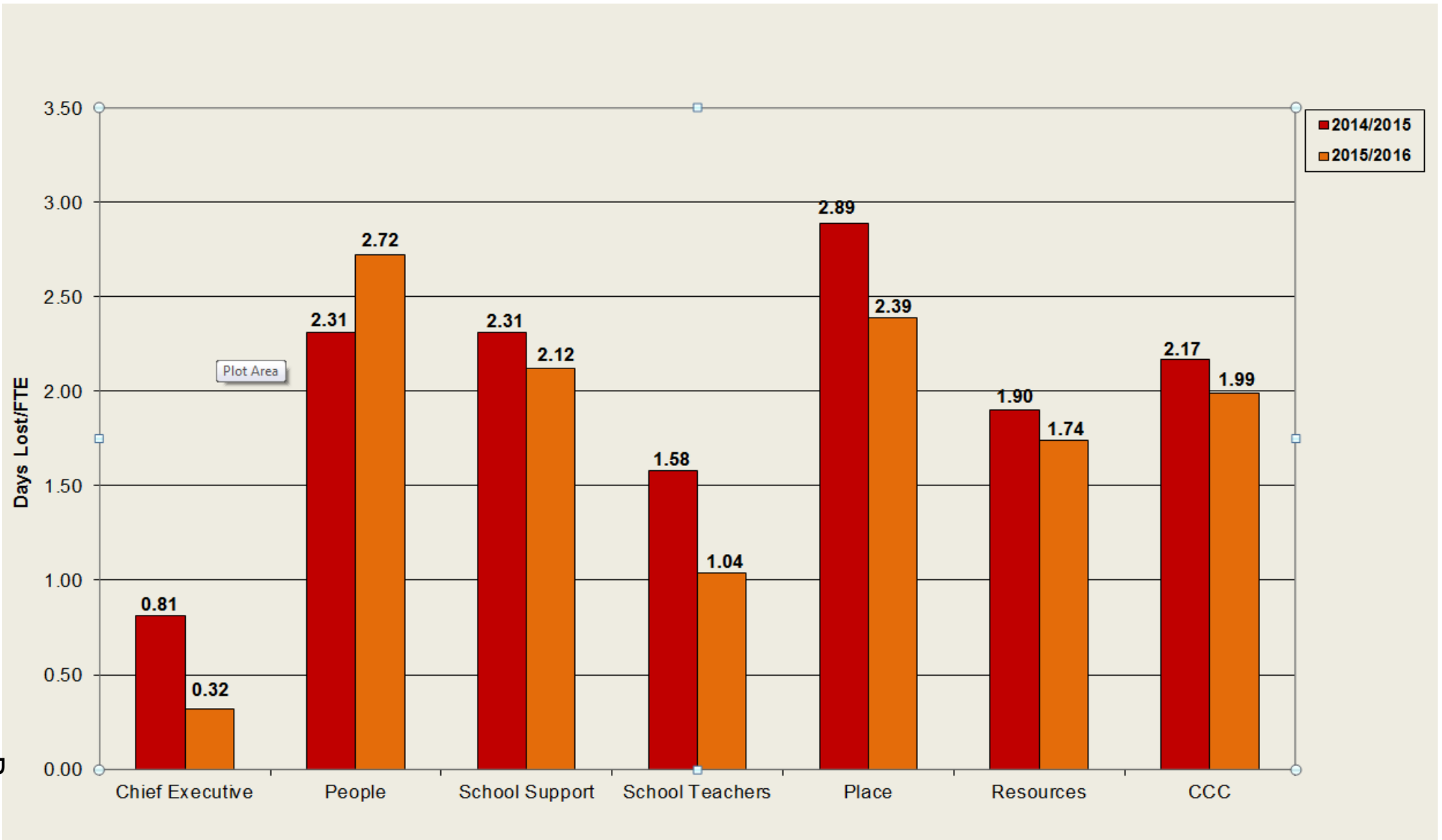
<b>April – June 2015</b>	<b>April – June 2014</b>	<b>Annual Target 2015/2016</b>
1.74	1.90	7.5

This demonstrates a decrease of 0.16 days per FTE compared to 2014/2015.

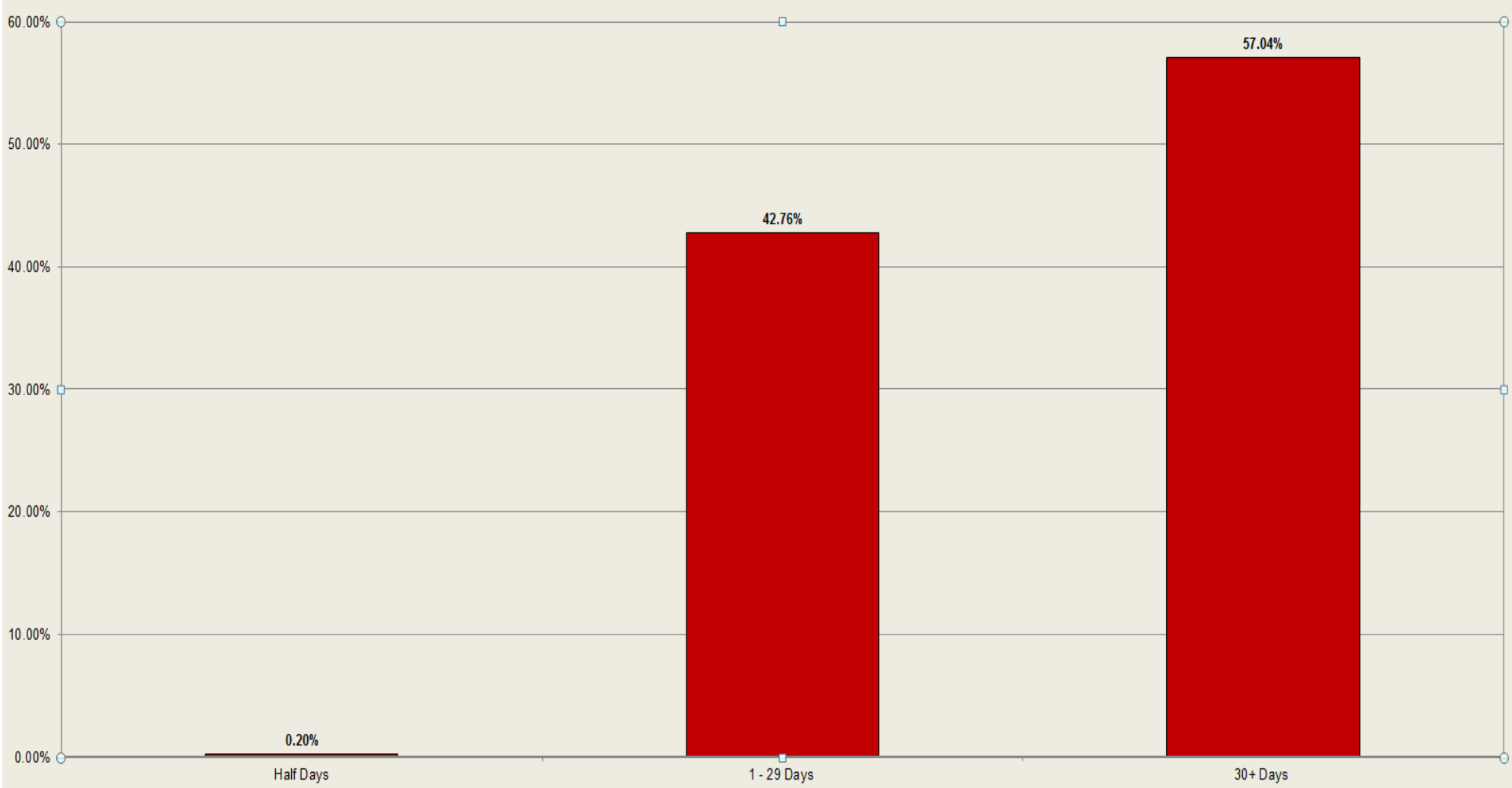
**Coventry City Council – Reasons for Absence**  
**April – June 2014**



**2014/2015 vs. 2015/2016**  
**Days Lost Per FTE**

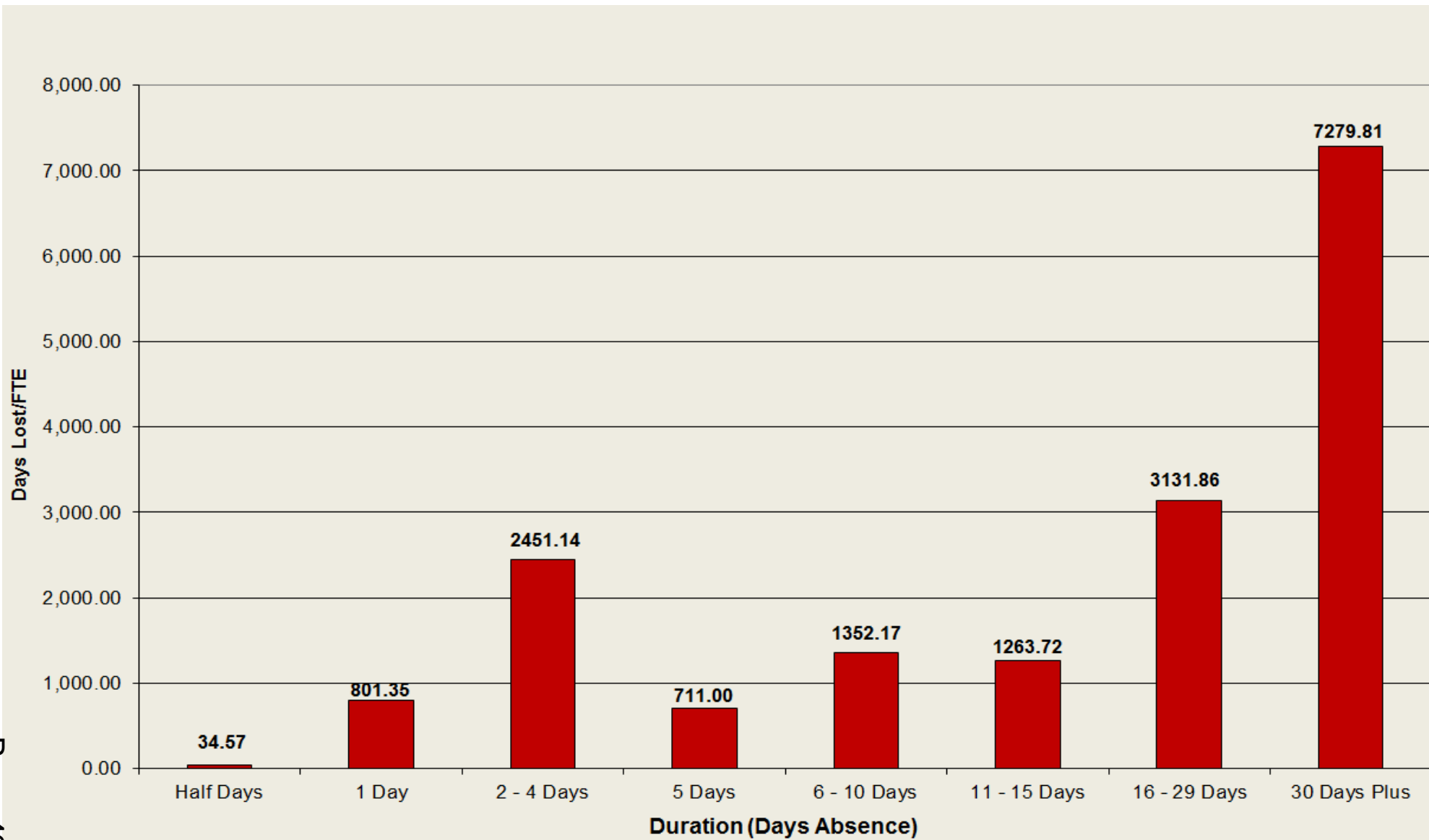


**Coventry City Council**  
**Sickness Absence – Percentage Breakdown**  
**2015/2016**





**Coventry City Council**  
**2015/2016**  
**Spread of Absence by Length of Days**



**OCCUPATIONAL HEALTH**  
**Promoting Health at Work Statistics**  
**1<sup>st</sup> April 2015 – 31<sup>st</sup> March 2016**

Activity	April-June 2015	July-September 2015	October-December 2015	January- March 2016	Total for Year
<b>Pre-Employment health assessments</b>	<b>205</b>				<b>205</b>
<p><b>April – June 2015</b>                      From the 205 pre-employment assessments, 110 required additional advice and guidance to be given to the employing manager.                      33% of pre-employment forms were processed within 3 working days                      100% clearance slips were returned to the Recruitment Team/School within 3 working days</p>					
<b>Sickness absence health assessments and reviews including case conferences</b>	<b>358</b>				<b>358</b>
<b>Ill health conditions reported/investigated as work related, including workplace assessments</b>	<b>69</b>				<b>69</b>
<p><b>April – June 2015</b>  <b>Ill health condition reported as work related (breakdown):</b> 48 musculoskeletal; 5 mental health/depression; 16 stress related. Referrals to support services, work place assessments and case conferences were part of the health management plan. Advice on workplace adjustments, medical redeployment and ill health retirement were also given.                      100% of employee ill health referral forms processed within 3 working days                      55% reports sent to HR/schools within 3 working days</p>					
<b>Pre-Employment health assessments</b>	<b>205</b>				<b>205</b>
<p><b>April – June 2015</b>                      From the 205 pre-employment assessments, 110 required additional advice and guidance to be given to the employing manager.                      33% of pre-employment forms were processed within 3 working days                      100% clearance slips were returned to the Recruitment Team/School within 3 working days</p>					
<b>Sickness absence health assessments and reviews including case conferences</b>					
<b>Vision screening and other surveillance procedures including vaccinations</b>	<b>80</b>				<b>80</b>
<p><b>April – June 2015</b>                      From the 106 screenings which took place 54 required additional intervention to prevent a deterioration in health and maintain the employee in work.</p>					
<b>Healthy Lifestyles screens and follow up appointments</b>	<b>129</b>				<b>129</b>
<p><b>April – June 2015</b>                      From the initial healthy lifestyle screens, 54 were identified as having previously unidentified health problems, and where required offered a follow up appointment at the OHU or referred to their GP.</p>					
<b>Vision screening and other surveillance procedures including vaccinations</b>	<b>80</b>				<b>80</b>

The above figures do not include income generation work for contracts, advice, support and guidance, telephone enquiries, health education training, developing policies, quality standards and guidance notes, etc., in support of the Promoting Health at Work process.

**COUNSELLING SERVICE**  
**Promoting Health at Work Statistics**  
**2015/2016**

Appendix 8

Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
<b>New referrals for counselling</b>	<b>98</b>				<b>98</b>
<b>Counselling sessions</b>	<b>624</b>				<b>624</b>
The table below provides a breakdown of reasons for referral					
<b>Mediation</b>	0				0
<b>Anxiety Management group attendance including CBT</b>	0				0
<b>Numbers trained in managing mental health, stress and interpersonal issues in the workplace</b>	<b>11</b>				<b>11</b>
<b>Stress Risk Assessments</b> (number of employees involved)	<b>16</b>				<b>16</b>
<b>Service evaluation</b>					
Number of employees completing questionnaire	<b>42</b>				<b>42</b>
Counselling helped avoid time off work (not on sick leave)	<b>28</b>				<b>28</b>
Counselling helped early return to work (on sick leave when counselling started)	<b>8</b>				<b>8</b>
Did not affect sickness absence	<b>6</b>				<b>6</b>

The above figures do not include advice, support and guidance, telephone enquiries, health education training, developing policies, quality standards and guidance notes, etc., in support of the Promoting Health at Work process.

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Cabinet Member for Strategic Finance and Resources

12 October 2015

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director of Resources

**Ward(s) affected:**

None

**Title:**

Outstanding Issues Report

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**Is this a key decision?**

No

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**Executive Summary:**

In May 2004 the City Council adopted an Outstanding Minutes System, linked to the Forward Plan, to ensure that follow up reports can be monitored and reported to Members. The attached appendix sets out a table detailing the issues on which further reports have been requested by the Cabinet Member for Strategic Finance and Resources so he is aware of them and can monitor progress.

**Recommendations:**

The Cabinet Member for Strategic Finance and Resources is requested to consider the list of outstanding issues and to ask the Member of the Management Board or appropriate officer to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

**List of Appendices included:**

*Table of Outstanding Issues.*

**Other useful background papers:**

*None*

**Has it or will it be considered by Scrutiny?**

No

**Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report author(s):** Usha Patel

**Name and job title:** Governance Services Officer

**Directorate:** Resources

**Tel and email contact:** 024 7683 3198  
usha.patel@coventry.gov.uk

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Other members	Not applicable			
<b>Names of approvers:</b> (officers and members)				
Finance: Name	Not applicable			
Legal: Name	Not applicable			

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	<b>Subject</b>	<b>Date for Further Consideration</b>	<b>Responsible Officer</b>	<b>Proposed Amendment to Date for Consideration</b>	<b>Reason for Request to Delay Submission of Report</b>
1	<p><b>Customer Journey Programme &amp; Customer Services Performance</b></p> <p>Formal report outlining progress of the programme</p> <p>CM for SF&amp;R 13.07.2015 (Minute 8(i))</p>	tbc	<p>Executive Director of Resources</p> <p>Lisa Commane</p>		
2	<p><b>Establishment of “Agency Pool” of Social Workers</b></p> <p>Report providing information on the feasibility of the City Council establishing their own pool of social workers and “growing” their own.</p> <p>CM for SF&amp;R 13.07.2015 (Minute 3(5))</p>	12 October, 2015	<p>Executive Director of Resources</p> <p>Shokat Lal</p>	7 December, 2015	Further investigations required before report can be produced

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