



Cabinet Member for Strategic Finance and Resources

Time and Date

2.00 pm on Monday, 7th December, 2015

Place

Committee Room 2 - Council House

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting**
 - (a) To agree the minutes of the meeting held on 12 October 2015 (Pages 3 - 6)
 - (b) Matters Arising
4. **Coventry and District Credit Union - Grant Aid Agreement Year 1 Progress Report** (Pages 7 - 16)

Report of the Director of Public Health
5. **Sub Regional Procurement Strategy 2015-2020** (Pages 17 - 34)

Report of the Executive Director of Resources
6. **Coventry City Council's 2014-2015 Report on Workforce Profile Information** (Pages 35 - 50)

Report of the Executive Director of Resources
7. **Agency Workers and Interim Managers - Performance Management Report Q2 (1 July to 30 September 2015)** (Pages 51 - 62)

Report of the Executive Director of Resources
8. **6 month (April-September 2015) Cumulative Sickness Absence 2015-2016** (Pages 63 - 82)

Report of the Executive Director of Resources
9. **Supporting Workforce Mental Wellbeing** (Pages 83 - 94)

Report of the Executive Director of Resources

10. **Update on Hospitality Budget of the Lord Mayoralty of Councillor Michael Hammon 2015-2016** (Pages 95 - 104)

Report of the Executive Director of Resources

11. **Outstanding Issues Report** (Pages 105 - 108)

Report of the Executive Director of Resources

12. **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

Chris West, Executive Director, Resources, Council House Coventry

Friday, 27 November 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 Officer

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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, 12 October 2015

Present:

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

Employees (by Directorate):

People: H Shankster

Resources: S Bennett, J Bilen, P Johnson

Others present:

	N Sharma)	
(For item contained in	D Lawrence Hallgarth)	New Central Credit Union
Minute 11 below)	J Welsh)	

Public Business

9. Declarations of Interest

There were no declarations of interest.

10. Minutes

The minutes of the Cabinet Member for Strategic Finance and Resources meeting held on 13 July, 2015 were signed as a true record.

There were no matters arising.

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

The Cabinet Member for Strategic Finance and Resources considered a report of the Director of Public Health which indicated that New Central Credit Union signed a Grant Aid Agreement with the City Council in June 2014 to support and enhance the provision of credit union services in Coventry. The report outlined progress during the first year of the Agreement.

Credit unions provide a sustainable and effective alternative to the high interest borrowing typical of pay day loan companies. One of the key elements in promoting memberships 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. The grant helps to sustain New Central Credit Union in what was an empty Council owned commercial property in Smithford Way.

The Credit Union currently has over 2,800 members with 1,963 adults and over 900 juniors. Of the total membership 60% are Tier 3, members with incomes below £15,000, 30% are Tier 2 members with incomes between £15,000 and £30,000 and 10% are Tier 1 members with incomes over £30,000.

The report provided details of products and services for the financial excluded and vulnerable households and indicated that 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.

Details of membership, savings and loans were detailed in the report, together with Phase 1 and 2 of the Credit Union Expansion project, which New Central Credit Union have signed with DWP and which offer a broad range of financial products and services, including fully automated banking platform, together with a national marketing campaign. The report also outlined marketing campaigns and activities, other achievements, including the introduction of an apprentice programme, and proposals for 2015/16.

Three representatives from New Central Credit Union attended the meeting and the Cabinet Member questioned them on aspects of the report.

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

- (1) Notes the progress made by the New Central Credit Union during the first year of the Grant Aid Agreement**
- (2) Notes the proposals set out by New Central Credit Union for 2015-2016**
- (3) Requests that the issues raised at the meeting regarding additional business rates costs be referred to the Head of Financial Management for consideration/comment in relation to the proposed reductions to grant aid.**

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

The Cabinet Member for Strategic Finance and Resources 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 Quarter 1 period 1 April to 30 June 2015 and compared Quarter 4 2014/15 with Quarter 1 2015/16 expenditure. The report also provided information in relation to Interim Manager spends for the same periods, which are now procured through a National Framework Agreement, along with any additional off contract spends across the authority.

The report provided Directorate commentary on agency worker spend for Quarter 1 and indicated that there has not been an increase in spend by any Directorate. In particular, the report provided information on work which is continuing regionally between 14 local authorities in the West Midlands to cap the agency worker hourly rates for Children's Social Workers.

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

- (1) Approves that monitoring processes 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**

13. 3 Month April - June 2015 Cumulative Sickness Absence 2015/2016

The Cabinet Member for Strategic Finance and Resources considered a report of the Executive Director of Resources which provided information that would enable him to monitor levels of sickness absence for the 3 month period of April – June 2014/2015 and the actions being taken to manage absence and promote health at work across the City Council.

The 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, together with activities and initiatives undertaken during the quarter by the Health and Wellbeing Team.

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

- (1) Receives and notes the report providing sickness absence data for the 3 month period of April to June 2015 and endorses the actions taken to monitor and manage sickness**
- (2) Requests that a further report be submitted at the next Cabinet Member meeting providing details of action taken in relation to sickness absence attributed to Stress, Depression and Anxiety**

14. Outstanding Issues Report

The Cabinet Member noted a report of the Executive Director of Resources that identified those issues on which further reports had been requested and were outstanding, so that progress could be monitored.

The Cabinet Member requested that officers be requested to provide a date for the report back on Customer Journey Programme and Customer Services Performance.

15. Any other items of public business

There were no other items of public business.

(Meeting closed at 2.30 pm)

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Cabinet Member for Strategic Finance and Resources

7th December, 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:

Coventry and District Credit Union - Grant Aid Agreement Year 1 Progress Report

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.

Executive Summary:

Coventry and District Credit Union Limited signed a Grant Aid Agreement with Coventry City Council on 15th September, 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 Coventry and District Credit Union in an office at 144 Walsgrave Road, Coventry. Prior to this the credit union did not have a commercial property from which to operate.

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 Coventry and District Credit Union Limited during the first year of the Grant Aid Agreement.
2. Comment on the proposals set out by Coventry and District Credit Union for 2015 – 2016

List of Appendices included:

None

Other useful background papers:

Cabinet Member Report for Strategic Finance and Resources dated 10th March, 2014 – Supporting Credit Unions

Grant Aid Agreement Ref: L/AP/5500-516 dated 15th September, 2015.

Grant Aid Agreement Ref: RSN-16813 dated 23rd November, 2015

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?

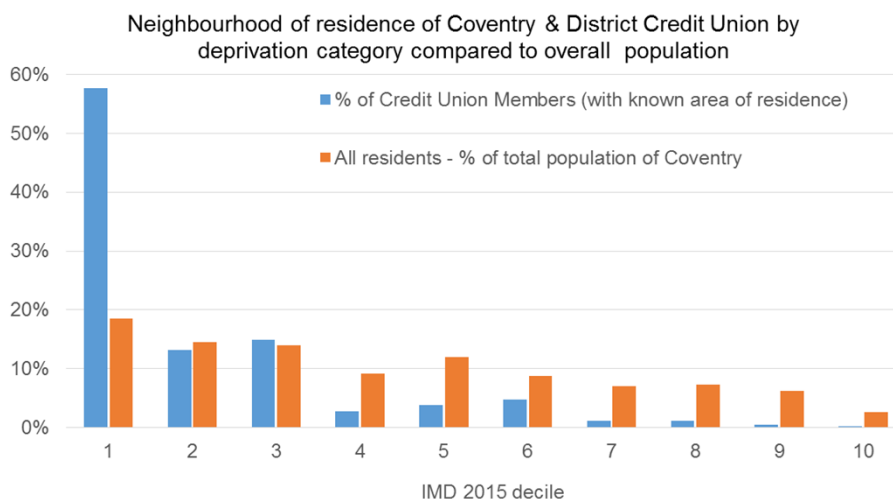
No

1. Background

- 1.1 Coventry and District Credit Union began in 1964 as a savings club at the Haggard Community Centre. In 1990 it was first incorporated as the Willenhall Credit Union, then in 2003 became the Coventry and East Credit Union, until being known by its present name the Coventry and District Credit Union in 2011 with the merger of Willenhall, Stoke Aldermore and the Coventry and East Credit Unions.
- 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 Coventry and District Credit Union Limited received a Council grant on 15th September, 2015, towards rent, rates, IT costs and general overheads relating to the premises at 144 Walsgrave Road, Coventry. 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 1250 members. The common bond qualification for membership is an individual or corporate body who/which resides or is employed in the locality of Coventry.
- 2.2. The majority of members live in Coventry neighbourhoods that are amongst the most 10% deprived of neighbourhoods in England – whereas only 19% of the total population of Coventry live in these neighbourhoods. Coventry and District Credit Union members live disproportionately in deprived areas.



November 2015, Insight, Coventry City Council

IMD 2015 decile (area of residence amongst this deprivation group - 1 = most deprived 10% of neighbourhoods in England)	Credit Union Members	% of Credit Union Members (with known area of residence)	All residents - % of total population of Coventry
1	809	58%	19%
2	184	13%	14%
3	209	15%	14%
4	38	3%	9%
5	54	4%	12%
6	66	5%	9%
7	17	1%	7%
8	17	1%	7%
9	6	0%	6%
10	3	0%	3%
Sub-total	1,403	100%	
Unknown	1,070 ^a		
Grand Total	2,473		100%

Most to
least
deprived

2.3. It should be kept in mind that this analysis is based on only 57% of members; neighbourhood of residence is not known for 1,070 out of the 2,473 members – mainly because no postcode was provided for the member when the credit union was initially established, some members have left and other accounts are dormant.

2.4. Dormant accounts are classified when there have been no transactions for a 12 month period. Accounts are rendered dormant so that annual fees to regulating bodies do not have to be paid.

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

3.1. There are still an estimated 9000 households in Coventry who do not have bank accounts and the majority of Coventry and District Credit Union members are financially vulnerable.

3.2. Households with no bank account in Coventry always pose a big challenge when receiving benefits and especially when universal credits start. Coventry and District Credit Union has been assisting financially excluded members directly through its core services of savings/budget accounts and affordable loans. The credit union has also been assisting those organisations who deliver services i.e. Councils, Housing Associations and other advice services.

3.3. The Manager of Coventry and District Credit Union was seconded to Willenhall Advice Services to work on the development and implementation of the Coventry Independent Advice Services and has recently been elected to their Board.

3.4. The following products and services have been developed/started, as an immediate response to assist the financially excluded:

- **Instant Loans** – these are not presently given by the credit union as they require customers to save for a given period before a loan is payable. Research is currently being undertaken to see if this is a product that the credit union can offer in the future.
- **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.
- **Council Tax Collection** - Proposed Council tax collection for households without bank accounts with the help of a council scheme, providing a credit union account and an online banking facility by 2016.
- **Engage Prepaid card** - a prepaid VISA card for benefits/salaries to be loaded on to. The card can be used at ATMs, any point of purchase, online, to get cash back, it also offers cash back rewards, when used in designated shops. The card is a new product for Coventry and District Credit Union and could not have been delivered from our previous premises. The product is live and will be the subject of a marketing campaign in 2016.
- **Work closely with partners** Coventry Independent Advice Services and the Church of England, where the Credit Union can refer members in financial difficulty for budgeting advice. Working with Coventry University and their advice team.
- **Working jointly with National Trading Standard Illegal Money Lending Team** to promote both credit unions in the city and for people to open a credit union account. Campaign runs from October to December 2015.
- The credit union is attached to a banking platform 'Natwest' through the engage card.

3.4. The following are customer case studies:

NUMBER 1 One member of the credit union fell seriously into arrears on a loan. After several attempts to contact the member, a visit was made to their home.

The credit union member had several problematic issues and was unable to deal with their affairs. The credit union re-scheduled the loan payments and referred them to an agency to deal with the rest of their affairs.

NUMBER 2 One client with a poor credit history and outstanding loans with a loan shark approached the credit union for help. The credit union were able to set up a saving account for them as a new member. Through the credit union the member was referred to an agency that was able to resolve many of the problems they were experiencing. The member no longer has any contact with loan sharks.

The credit union has provided support to a number of vulnerable people who are or have got into debt and were dependent on loan sharks. As well as providing financial assistance the credit union has also been able to signpost customers to other support services. Having the presence of a credit union on the high street will encourage more vulnerable people to find us and avail of our services.

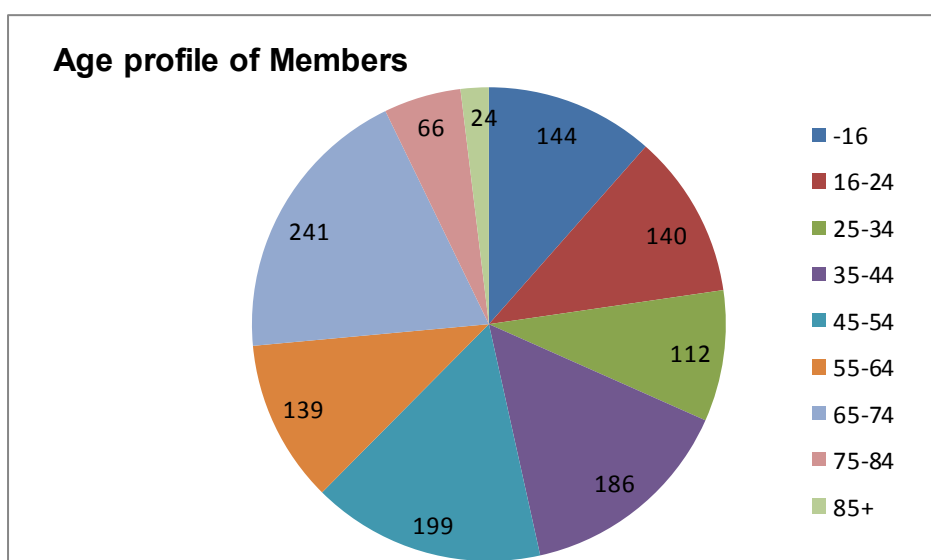
3.5. The credit union will continue to assist those affected by the Welfare Reform changes and it is seen as a real opportunity to promote credit union services to ensure financial inclusion

is extended to all, whilst increasing membership. 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. Coventry and District Credit Union has been attending the Coventry Partnership Financial Inclusion Forum to seek out more opportunities to work together.

4. Performance Report

- 4.1. Coventry and District Credit Union will complete one year in its shop in January 2016. Although the grant aid agreement was signed in September 2014, it took a while to negotiate premises and to refurbish to an acceptable standard to commence operations. Since being in the premises there has been an increase in membership, savings and loans.
- 4.2. **Membership** - This has increased by 10% since September 2014. The age profile of its membership is shown in the table below.



- 4.3. **Lending and Savings** – This has remained steady, our share to loan ratio is around 65%. The recommended ration by ABCUL is 70%, which means there is still some capital to lend to borrowers. It is our aim to increase this ratio to approximately 80% during the lifetime of the grant. We have attracted new members and they have yet to lend. Membership is still increasing at a steady rate.
- 4.4. **Forecasts** –Year 1 forecast have been achieved for membership and saving targets, but as outlined above some work needs to be undertaken improve the share to loan ratio. It is believed that an effective marketing strategy attracting new members and launching new products would achieve this.
- 4.5. The forecasts for members, savings and loans over the next three financial years are given in the table over. The financial year runs from October to September.

	2015	2016	2017	2018
End of year total Members	1250	1350	1475	1625
Average shares/member	£204	£300	£350	£400
Loan/share ratio	65%	70%	75%	80%
Average loans/member	£200	£250	£300	£350

5. Other Achievements

- 5.1. The credit union, having only one full-time employee, is reliant on its volunteers to run its operations. Currently there are 17 volunteers supporting 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. Permission has been given for the following examples to be shown.

NUMBER 1 *One member who lacked confidence became a volunteer at the credit union and over time has gained confidence and now works to help and support other members.*

NUMBER 2 *Another volunteer, who is a graduate, found great difficulty in obtaining paid employment. After volunteering for a number of years, they were encouraged by the credit union to apply for a bursary to return to education to complete their Masters. The member has now gained full-time employment, but still maintains contact with the credit union.*

6. Proposals for 2015 - 2016

- 6.1. The vision of the credit union is to grow 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 operational income. To achieve this there is a need to have a more mixed membership. Marketing campaigns, aimed at particular sections of the community will attract the financially marginalised by creating sustainable and viable alternatives to high interest lending. In addition to this we hope to offer greater rewards to savers thus attracting a more affluent member.
- 6.2. **Reducing Expenses** – Coventry and District Credit Union began a review of its operating expenses in 2015. Whilst this is still on-going they have reduced their arrears by 50% since April 2015. Bad debt policy has been reviewed and it is predicted that the credit union will be able to reduce the provision required for bad debt by at least 25% throughout the lifetime of the grant.
- 6.3. **Full Operational Review** – An Operational Review commenced in November 2015. It is intended that over the next 3 – 6 months to update and create policies and procedures to comply with new directives from credit union regulators. Implementation of the revised policies and procedures will begin in February 2016 aimed at improving the overall efficiency of the credit union. In line with this the credit union will also review its management structure to comply with directives imposed by the regulators.

- 6.4. The credit union will continue to work towards achieving its objectives and aim to achieve financial sustainability by end of three years.

7 Results of Consultation undertaken

Not applicable to this report.

8 Timetable for implementing this decision

Not applicable to this report.

9 Comments from Executive Director of, Resources

9.1. Financial implications

This report is the first annual report of a three year Grant Aid Agreement signed on the 15th September, 2014. Years two and three of the agreement are for the amount of £15,000 for rent, rates, IT costs and general overheads for the premises 144 Walsgrave Road, Coventry. Coventry and District 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 Council are undertaking further work with Coventry and District Credit Union in relation to their financial sustainability by 2017/18

9.2. Legal implications

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

The Grant Aid Agreement is for three years from 15th September, 2014. Reference: L/AP/5500-516.

Grant Aid Agreement Ref: RSN-16813 dated 23rd November, 2015

9.3. Other implications

None

9.4. 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.

9.5. 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.

9.6. 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.

9.7. 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

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

9.9. 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):

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Dawn Ford

Manager, Coventry and District Credit Union Limited
Coventry Partnership and Communities Manager

Directorate:

Chief Executive's

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Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Isabelle Osborne	Manager, Coventry and District Credit Union Limited	Coventry and District Credit Union Limited	18.11.15	18.11.15
Dawn Ford	Coventry Partnership and Communities Manager	Chief Executive's	18.11.15	18.11.15
Usha Patel	Governance Services Officer	Resources	18.11.15	18.11.15
Names of approvers for submission: (officers and members)				
Finance: Nicola Leslie	Accountant	Resources	18.11.15	23.11.15
Legal: Helen Lynch	Commercial Lawyer	Resources	18.11.15	23.11.15
Director: Jane Moore	Director of Public Health	Chief Executive's	18.11.15	
Valarie De-Souza	Public Health Consultant	Chief Executive's	18.11.15	
Members: Councillor Damian Gannon	Cabinet Member		18.11.15	23.11.15

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www.coventry.gov.uk/councilmeetings



Public report Cabinet Member Report

Audit and Procurement Committee
Finance and Corporate Services Scrutiny Board (1)
Cabinet Member for Strategic Resources and Finance

26 October 2015
11 November 2015
07 December 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

Director Approving Submission of the report:

Executive Director, Resources

Ward(s) affected:

All

Title:

Sub Regional Procurement Strategy 2015 - 2020

Is this a key decision?

No

Executive Summary:

Through the shared procurement service, Coventry CC, Solihull MBC and Warwickshire CC agreed the first Sub-Regional Procurement Strategy in June 2010 which ran for 5 years expiring in June 2015. This report details the proposals for the revised Sub Regional Procurement Strategy 2015 - 2020.

In July 2014, the LGA published the National Procurement Strategy (NPS) giving local authorities a structure for the outcomes that need to be achieved to deliver procurement good practice, based around the following four themes, Making Savings, Supporting Local Economies, Demonstrating Leadership and Modernisation.

The revised Sub Regional Strategy 2015 – 2020 has been based around the NPS themes and priorities for local government. Across the three upper tier authorities within the Coventry, Solihull, Warwickshire (CSW) sub-region, the Councils spend approximately £883m each year on bought in goods, services and works. Spending this money well through effective procurement is fundamental to achieving organisational success for the three authorities and supporting prosperity across the sub-region.

Recommendations:

The Audit and Procurement Committee are requested to:

- 1) Consider the proposals in the report and forward any recommendations to the Finance and Corporate Services Scrutiny Board (1) or the Cabinet Member for Strategic Finance and Resources.

The Finance and Corporate Services Scrutiny Board (1) are requested to:

- 1) Consider the proposals in the report and any comments from the Audit and Procurement Committee and forward any recommendations to the Cabinet Member for Strategic Finance and Resources.

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

- 1) Consider the recommendations from the Audit and Procurement Committee and/or Finance and Corporate Services Scrutiny Board (1).
- 2) Approve the Sub Regional Procurement Strategy 2015 – 2020.

List of Appendices included:

Appendix 1	Sub Regional Procurement Strategy 2015 – 2020
Appendix 2	Making Savings theme
Appendix 3	Supporting Local Economies theme
Appendix 4	Demonstrating Leadership theme
Appendix 5	Modernising theme

Background papers:

None

Other useful documents

Current Procurement Strategy 2010 – 2015

http://www.coventry.gov.uk/downloads/file/2879/procurement_strategy

[National Procurement Strategy 2013](#)

Has it been or will it be considered by Scrutiny?

Yes - Finance and Corporate Service Scrutiny Board, 11th November 2015

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

Yes - Audit and Procurement Committee, 26th October 2015

Will this report go to Council?

No

Report title: Sub Regional Procurement Strategy 2015 - 2020

1. Context (or background)

- 1.1 Through the shared procurement service, Coventry CC, Solihull MBC and Warwickshire CC agreed the first Sub-Regional Procurement Strategy in June 2010 which ran for 5 years expiring in June 2015. This report details the proposals for the revised Sub Regional Procurement Strategy 2015 - 2020.
- 1.2 In July 2014, the LGA published the National Procurement Strategy (NPS) giving local authorities a structure for the outcomes that need to be achieved to deliver procurement good practice, based around the following four themes, Making Savings, Supporting Local Economies, Demonstrating Leadership and Modernisation.

2. Options considered and recommended proposal

- 2.1 The shared procurement service management team reviewed the procurement vision contained in the existing strategy in the light of the current and future national context and pressures that need to be addressed by local government procurement professionals. These thoughts were presented to a sub-regional away day for procurement staff from the upper tier authorities. Views expressed by procurement professionals and the stakeholders they deal with, during the away day were used to finalise the future vision for the revised strategy and a draft was presented to the Shared Service Directors meeting in July 2015. The final draft was approved after the Directors made some recommendations. The draft is included as an Appendix to this report. Each authority will take the recommended Sub Regional Procurement Strategy through their organisational governance structures for approval in the autumn.
- 2.2 The revised strategy is structured as an A3 report giving the context in which procurement is delivered, the governance structure, legislative framework and future vision for the service. Appended to the A3 report are four mind maps one for each of the NPS themes. The maps start with the theme at the centre, expanding out through the NPS priorities and outcomes and then the sub regional responses (the outside boxes) which have been Red, Amber or Green (RAG) rated to show relevant importance for the sub region, with red being the most important to have in place, amber less of a priority although still important and green being activities that would further enhance the service although not an immediate priority.
- 2.3 A revised Sub Regional Procurement Strategy seeks to clarify the strategic direction for procurement across the sub region whilst allowing for more localised delivery plans within each of the three authorities to meet specific need.
- 2.4 It was agreed that it was a sensible approach to base the revised sub regional Procurement Strategy on the NPS themes and priorities to demonstrate that the shared procurement service is working to national best practice.
- 2.5 The NPS themes fit well with the Council's priorities and therefore delivery of the Sub Regional Procurement Strategy will help to deliver those priorities. Effective procurement can contribute to a wide range of socio-economic benefits including a successful local economy, a thriving voluntary sector, community empowerment, equality, consideration for the environment and value for money.

3. Results of consultation undertaken

3.1 As stated previously the Sub Regional Procurement Strategy is based on the themes of the NPS. There was wide consultation on the NPS itself including central government, local government heads of procurement nationally, external consultants and the local government association. For our local vision and challenges, consultation was held with sub regional procurement staff, local authority stakeholders, Heads of Service and Directors with responsibility for Procurement. Views were sought through face to face meetings, a sub regional away day for procurement staff and circulating draft documents for comment. Comments received were considered and where appropriate incorporated into the final strategy and appendices used as the basis for this report.

4. Timetable for implementing this decision

4.1 If approved, the Sub Regional Procurement Strategy will take immediate effect running through until December 2020.

4.2 Progress against this strategy will be monitored by Audit and Procurement Committee and the Cabinet Member for Strategic Resources and Finance once a year as a minimum.

5. Comments from Executive Director, Resources

5.1 Financial implications
Following the recommended Sub Regional Procurement Strategy should help deliver value for money in all Council purchases, in line with the Council's core aims.

5.2 Legal implications
Following the recommended Sub Regional Procurement Strategy will help to ensure that procurement activity is carried out within the appropriate legislative framework.

6. Other implications

6.1 How will this contribute to the Council's priorities? www.coventry.gov.uk/councilplan

Delivery against the four themes of the Sub Regional Procurement Strategy i.e. Making Savings, Supporting Local Economies, Demonstrating Leadership and Modernisation will contribute to all of the Council's core aims. Spending our money well through effective procurement is fundamental to achieving organisational success and supporting prosperity across the city.

6.2 How is risk being managed?

Following the Sub Regional Procurement Strategy will help to mitigate procurement risk

6.3 What is the impact on the organisation?

The Sub Regional Procurement Strategy impacts on the whole organisation whenever money is spent. Following the principles set out in the strategy will help achieve value for money whilst supporting the local economy where possible.

6.4 Equalities / EIA

Procurement processes that will be used to deliver against the Sub Regional Procurement strategy have been designed to fulfil the Public Sector Equality Duty. Working with commissioning colleagues, consultation will be undertaken on changes to service specifications as required.

6.5 Implications for (or impact on) the environment

Economic, environmental and social value issues have been considered under the Supporting Local Economy theme of the Sub Regional Procurement Strategy

6.6 Implications for partner organisations?

The Sub Regional Procurement Strategy has been developed with Solihull MBC and Warwickshire CC. It has been written at a high enough level for other authorities to be able to adopt, supported by local delivery plans which will take local policy direction and need into consideration.

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Other members				
Names of approvers for submission: (officers and members)				
Finance: Rachel Sugars	Finance Manager	Resources	17.09.15	29.09.15
Legal: Helen Lynch	Place and Regulatory Team Manager, Legal Services	Resources	17.09.15	
Director: Chris West	Executive Director Resources	Resources	26.08.15	14.09.15
Members: Damian Gannon	Cabinet Member Strategic Finance and Resources		26.08.15	14.09.15

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PROC2s Reporting Process - June 2014 onwards

Description	Contract Value	Annual Value	People Panel Date	Place Panel Date	Resources Panel Date	Procurement Board Date	Audit & Proc. Committee Date	Cabinet Date	Comments
Adult Social Care Citizen Portal	£63,000					16-Dec-14	16-Feb-15		
Banking Services 4	£900,000	£180,000				01-Jul-15	07-Jul-15	03-Aug-15	
Bulky Waste Collection Service	£140,000	£35,000		28-Aug-14				01-Sep-14	
Castle Wood 2 Classroom Expansion 1	£450,000	£450,000		16-Jul-14				01-Aug-14	
CCTV for Drainage	£1,000,000			21-Jul-15			11-Aug-15	26-Oct-15	
City Centre Sports and Public Leisure Facility Development	£33,600,000	£1,500,000		Board Only			09-Sep-14	05-Aug-14	
Cleaning and Janitorial Supplies 1	£240,000	£60,000			21-Oct-14			01-Nov-14	
Clinical Waste Collection & Disposal 2	£700,000	£175,000		28-Apr-15				22-Jun-15	
Coombe Park Hotel - Replacement Parking Solution	£174,000	£130,000		27-Jan-15				01-Mar-15	
Corporate Appointment Booking Solution 1	£900,000	£50,000			18-Nov-14			01-Feb-15	
Coventry Christmas Lights	£180,000	£60,000		23-Jun-15				22-Jun-15	
Coventry Station Access Works - Tunnel	£2,000,000	£200,000		24-Feb-15		17-Mar-15	22-Jun-15	03-Mar-15	
Coventry Station Masterplan - Common Safety Method Regulations (CSM) and Railways Interoperability Regulations (RIR) Provision	£150,000	£150,000		23-Jun-15				22-Jun-15	
Coventry Station Masterplan - Footbridge & Canopies GRIP 4	£400,000	£400,000		23-Jun-15		07-Jul-15	22-Jun-15		
Coventry Station Masterplan - NUCLE 1.2 GRIP 4	£1,560,000	£1,560,000		23-Jun-15		07-Jul-15	22-Jun-15	03-Mar-15	
Coventry Station Masterplan - Project Management 1	£220,000			18-Jun-14				01-Jul-14	
Coventry Station Masterplan - Rocket Public House Demolition	£100,000	£100,000		24-Mar-15				22-Jun-15	
Eburne Neighbourhood Offices Annexe Demolition	£120,000	£120,000		23-Jun-15				22-Jun-15	
Ending FGM in Coventry 1	£150,000	£75,000	16-Dec-14					01-Feb-15	
Energy - Gas and Electricity	£20,000,000	£7,290,000			25-Feb-15	17-Mar-15	22-Jun-15	See comment	Report not taken during purdah. Due to long lead in time for the contract this will be included in the Procurement annual performance report
Enforcement Agencies	£120,000	£30,000			18-Nov-14	17-Mar-15	01-Feb-15		
E-Post Solutions	£196,000	£196,000			28-Jan-15			01-Feb-15	
Fleet Replacement Vehicle Programme for 2015 - 2016	£630,000	£630,000		21-Jul-15		11-Aug-15	26-Oct-15		
Foleshill Leisure Centre - Demolition - Contractor Appointment 1	£200,000	£200,000		18-Jun-14				01-Jul-14	
Fostering Advice & Mediation Service 1	£39,000	£13,000	15-Jul-14					01-Aug-14	
Framework Agreement for the Supply of Materials and Associated Services	£570,000	£570,000		19-Nov-14					
Framework for the Supply, Planting and Associated Works for Tree Pits and Planters	£130,000	£32,000		24-Mar-15				22-Jun-15	
Ground Asset Disposals 1	£142,000	£142,000		28-Aug-14				01-Sep-14	
Health & Wellbeing Service 1	£640,000	£320,000	15-Jul-14					01-Aug-14	
Highways Maintenance Contract - HMC 2016	£30,000,000	£3,000,000		24-Mar-15		07-Apr-15	22-Jun-15	See comment	Report not taken to Cabinet during purdah. Report will be taken once the tender outcome is known
Highways Material Supplies	£18,000,000	£3,250,000		18-Aug-15		08-Sep-15	26-Oct-15	06-Oct-15	
HIV testing, HIV and TB Support, Sex Worker Support	£407,829	£202,846	24-Sep-15					26-Oct-15	
HIV, Tuberculosis & Hepatitis Community Engagement Programme	£125,000	£50,000	21-May-15					22-Jun-15	
Hollyfast Primary School Annexe Building Demolition	£100,000	£100,000		23-Jun-15				22-Jun-15	
Hosted Data Services	£121,000	£48,000			20-May-15			22-Jun-15	
Insurance Services 2	£2,940,000	£980,000			01-Jul-15	07-Jul-15	22-Jun-15		
Internet Service Provision (Janet)	£287,000	£80,000			01-May-15			22-Jun-15	
Interpretation and Translation Services	£220,000	£110,000	26-Mar-15					22-Jun-15	
Keeping Coventry Warm 2	£300,000	£100,000	15-Jul-14					01-Aug-14	
Kickstart Supply & Installation of AV Equipment & Associated Hardware 1	£600,000	£100,000			16-Dec-14			01-Feb-15	
Kickstart: Proposed Contact Centre & Customer Service Centre - Contractor 1	£2,623,000	£1,000,000		17-Sep-14		14-Oct-14	01-Nov-14	04-Nov-14	
Maintenance & Repair of Passenger/Goods Lifts to Include Service Lifts and Public Access Lifts 3	£600,000	£150,000		19-Nov-14				01-Feb-15	
Maintenance of Synthetic Sports Pitches and Children's Playground Surfaces	£64,000	£16,000		22-Oct-14				01-Nov-14	
Making Every Contact Count	£180,000	£60,000	24-Sep-15					26-Oct-15	
Market Way and Arcade Rooftop Car Park Surface Repairs - Contractor Appointment	£75,000	£75,000		22-Sep-15				26-Oct-15	
Materials Recycling Facility (MRF)	£845,800				Board Only	07-Apr-15	22-Jun-15		
Minor Highways Structures	£1,600,000	£400,000		28-Apr-15		12-May-15	22-Jun-15		
Miscellaneous Items - One-Stop-Shop	£240,000	£60,000			16-Dec-14			01-Feb-15	
Mobile Telephony	£380,000	£190,000			15-Jul-14			01-Aug-14	
Multi-Disciplinary Consultancy	£3,200,000	£800,000			15-Jul-14	09-Sep-14	01-Oct-14		
Parkgate Primary School and Foxford Secondary School Partial Roofing Replacement	£244,000	£244,000		22-Sep-15				26-Oct-15	
Planning Instruction - Elms Field Farm	£70,000	£70,000		23-Jun-15				22-Jun-15	
Post Adoption Support Fund (Adoption Support Fund)	£100,000	£50,000	02-Jul-15					22-Jun-15	
Provision of Support & Counselling for Women & Girls who have Experienced Sexual Violence & Abuse-CRASAC 3	£404,000	£202,000	21-Oct-14					01-Nov-14	
Public Realm Phase 3a Programme or Works	£11,100,000	£11,110,000		Board Only		07-Apr-15	22-Jun-15	03-Mar-15	
Re:Fit Framework - Energy Performance Contract for Coventry Public Sector Buildings	£1,000,000	£1,000,000		28-Aug-14		09-Sep-14	01-Oct-14	04-Nov-14	
Section 106 Play and Park Improvements	£237,150	£237,150		19-Nov-14		09-Dec-14	01-Feb-15		
Server Maintenance 3	£150,000	£25,000			18-Nov-14			01-Feb-15	
Signage		£100,000		22-Oct-14				01-Nov-14	
Supervised Child Contact 5	£762,000	£381,000	21-May-15			09-Jun-15	22-Jun-15		
Supply of Skips	£150,000	£75,000		18-Aug-15				26-Oct-15	
Supply, Planting, Maintenance and Watering of Seasonal Bedding, Containers and Floral Features	£300,000	£40,000		22-Sep-15				26-Oct-15	
Targeted Services to Support Young People 16-19 (up to 25 SEND) to Participate in Education or Training	£1,600,000	£800,000	20-Aug-15			08-Sep-15	26-Oct-15		
Telecare Service 2	£1,659,000	£475,000	17-Jun-14			08-Jul-14	01-Aug-14		
The Supply of Meat and Meat Products 2	£574,000	£144,000		17-Sep-14				01-Oct-14	
Urban Forestry (previously Arboricultural Services)	£1,300,000	£265,000		22-Sep-15		13-Oct-15	14-Dec-15		
West Midlands Framework Agreement for the Provision of Independent Residential Care Services 1	£16,000,000	£4,000,000	15-Jul-14			12-Aug-14	01-Sep-14	See comment	Need to tighten processes to ensure that reports are still taken when other authorities are tendering on our behalf
Workplaces on the Move	£150,000	£150,000	26-Mar-15				22-Jun-15		

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1. Introduction

Across the three upper tier authorities within the Coventry, Solihull, Warwickshire (CSW) sub-region, the Councils spend approximately £883m each year on bought in goods, services and works. Spending this money well through effective procurement is fundamental to achieving organisational success for the three authorities and supporting prosperity across the sub-region. The Councils have formally recognised by the signing of a Memorandum of Understanding on 02/03/2012 that working together on procurement can contribute to a wide range of socio-economic benefits including a successful local economy, a thriving voluntary sector, community empowerment, equality, consideration for the environment and value for money.

2. Scope of the Strategy

This is an over-arching strategy that seeks to clarify the strategic direction for procurement across the sub region whilst allowing for more localised delivery plans within each of the three authorities to meet specific need.

Procurement is an essential element of cost effective and efficient services. It impacts on Members, the Chief Executive, the Corporate Leadership Team, staff, the public, suppliers and partners.

A clear, comprehensive and effective procurement strategy is crucial to ensuring that good value services are provided whilst driving change and continuous improvement.

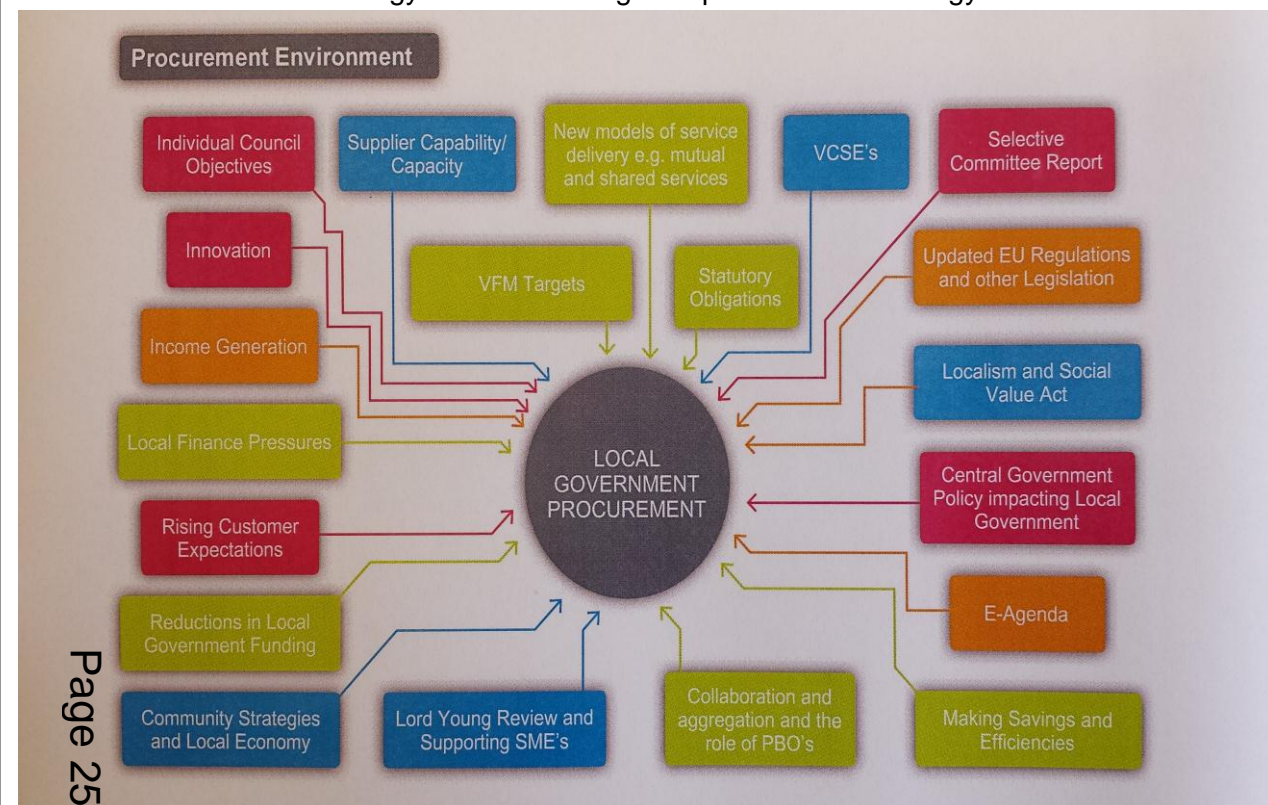
For the purpose of this strategy the procurement process has been defined as:

“The whole process of acquisition from third parties which covers goods, services and works. The process spans the whole life cycle from initial concept and definition of business need to commercial contract management and the effective management of markets, through to the end of the useful life of an asset or end of services contract. It involves options appraisals and the critical “make or buy” decision which may result in the provision of services in-house in appropriate circumstances”

3. National Context

In July 2014 the Local Government Association launched a National Procurement Strategy (NPS) for Local Government after a period of consultation with Chief Executives, Heads of Procurement and central government.

It describes the procurement policy landscape in 2014 which is represented by the diagram below. This illustrates the major policy related developments which form the context for the National Procurement Strategy and the sub regional procurement strategy.



To facilitate the delivery of effective procurement in the above policy context, the NPS 2014 has been structured around 4 key themes.

4. National Procurement Strategy themes

1 Making Savings

NPS Priorities: Category management, partnering and collaboration, contract and supplier management, performance and transparency, risk and fraud management, demand management

2 Supporting Local Economies

NPS Priorities: Improving access for SME's and VCSE's, Economic, environmental and social value

3 Demonstrating Leadership

NPS Priorities: Single cohesive voice, commitment from the top, procurement training, commissioning

4 Modernisation

NPS Priorities: Commercialisation and income generation, supplier innovation, EU Directives, using technology

5. The Legislative Framework within which we procure

All of the above needs to be delivered within a legislative framework which is significant and complicated. The Public Contract Regulations 2015 (PCRs) enact the 2014 EU Directive (2014/24/EU) into UK law and lay out in detail how public procurement must be undertaken across all of the member states within the European Union.

Examples of other law impacting procurement are: Public Services (Social Value) Act 2012, Competition Act 1998, Localism Act 2011 Freedom of information Act 2000, Equality Act 2010.

6. Procurement Structure within the Sub Region

The Shared Procurement Strategy and Joint Savings Plan, to which CCC, SMBC and WCC have signed up to since 2010 has generated savings from a number of collaborative exercises e.g. food, highways, agency staff and fostering. The sub-regional focus for procurement has been reconfirmed by Chief Executives and Leaders of each authority in 2015. This will support the further development of intelligent strategic procurement across the sub region leading to the delivery of savings and efficiencies in line with national austerity measures whilst using procurement power wisely to deliver the required economic growth in our local communities.

The operating model for the shared procurement service is that each authority retains its own procurement team with identified category leads in particular authorities. This means that where contracts are shared, one category manager lets the contract on behalf of all participating authorities.

7. Governance

The shared procurement service is governed by the Shared Service Directors group: Executive Director Resources, Coventry, Director for Resources, Solihull and Strategic Director for Resources, Warwickshire, which meets quarterly. The Procurement Management Team, with representatives from all upper tier authorities and a Districts' representative meets monthly and monitors performance against a set of agreed key performance indicators.

8. Our Vision is: Working together to enhance lives within communities

The challenges ahead are to:

- understand future demand for service provision through engagement
- understand markets and identify procurement excellence that will enhance lives
- work with partners to enhance lives
- place social and economic regeneration and the environment at the heart of procurement
- shape markets to be able to procure from a diverse and competitive mixed economy of suppliers including minority businesses, voluntary and community sector groups , small businesses and social enterprises
- support Members' leadership to embed procurement excellence into the culture of the Council
- innovate through the identification of appropriate service delivery options
- drive down procurement costs
- minimise exposure to risk
- make procurement a key management activity, delivering projects through multifunctional teams
- Equip staff with the right skills and training to deliver excellence
- use procurement processes and in particular e-procurement to support organisational and behavioural change
- be customer focussed using internal consultation and involvement to support service outcomes and improve performance
- comply with legislation relating to procurement activity, e.g. Public Contract Regulations, Freedom of Information Act
- Work sub regionally in line with the Memorandum of Understanding
- Work with regional and national Public Bodies to benefit from economies of scale and shared expertise

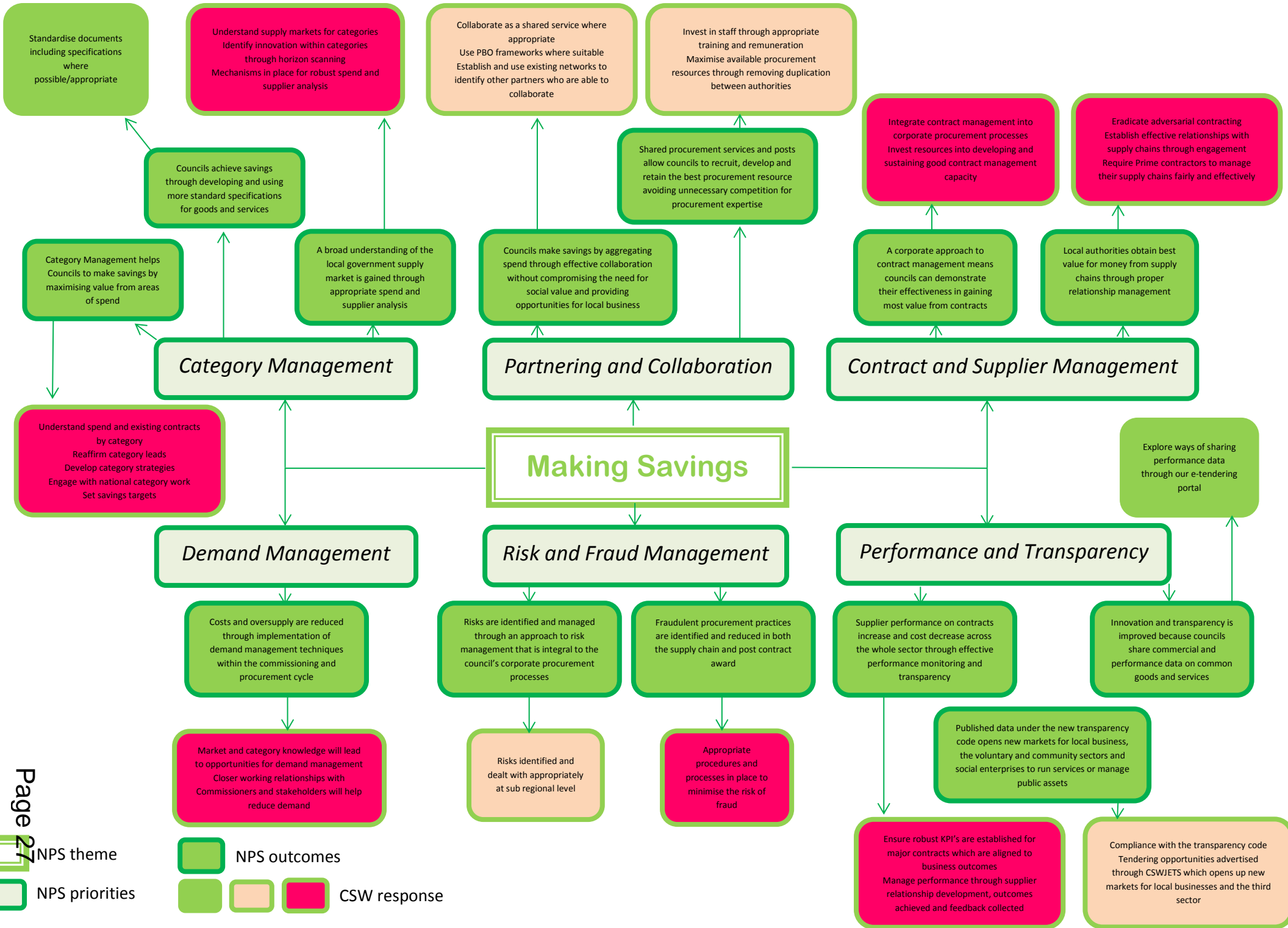
This vision is in line with the strategic direction of each participating authority and therefore will help deliver Council strategy, policies and plans.

9. NPS outcomes and CSW delivery

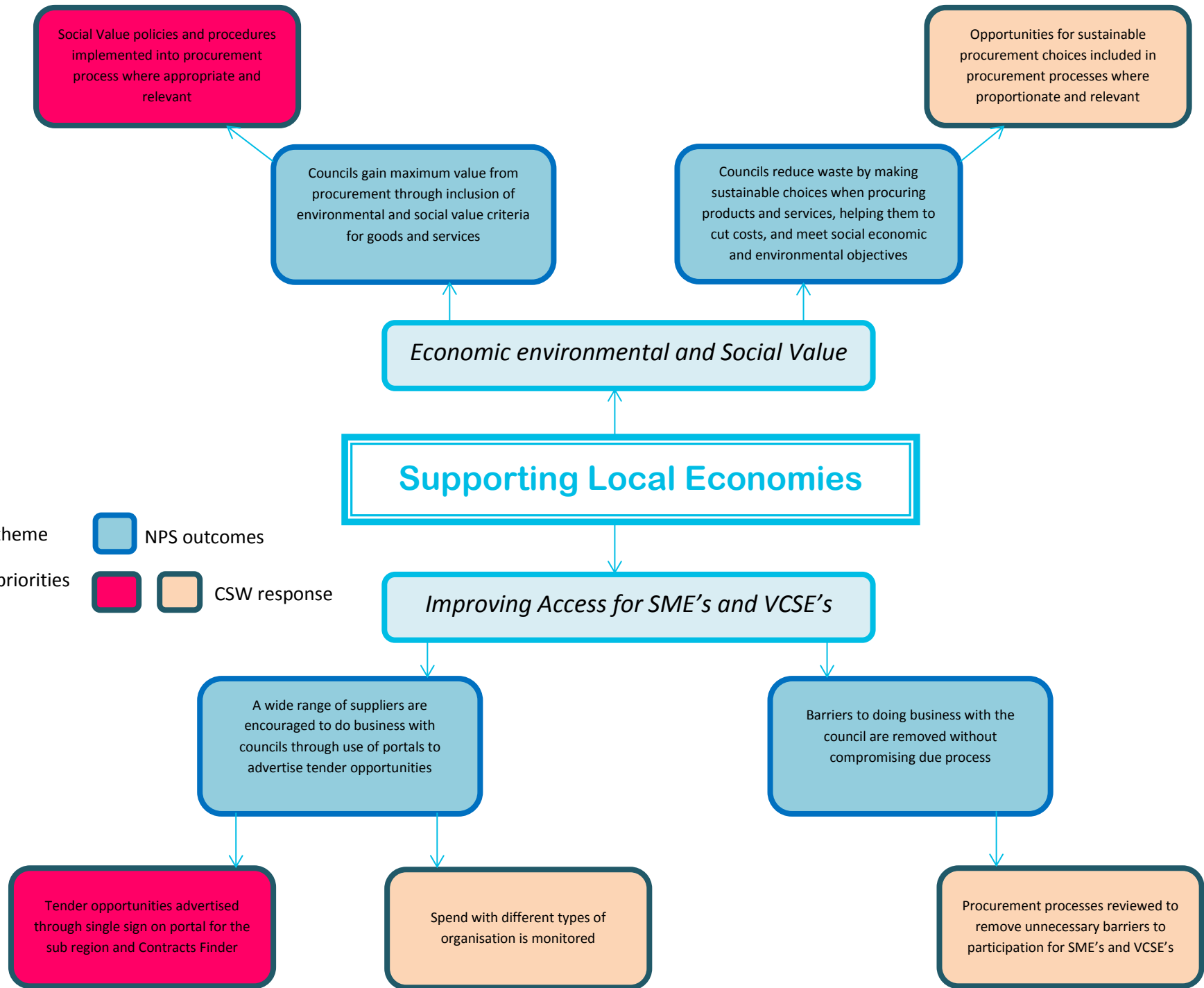
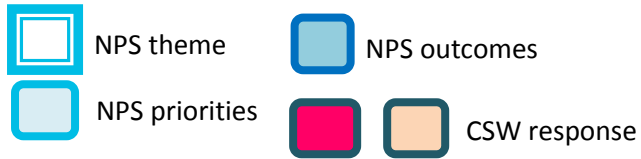
The most effective way to meet the procurement requirements in the national and local contexts is to base the Sub Regional Procurement Strategy on the key themes of the National Procurement Strategy. This will demonstrate effective procurement delivery in line with the national strategic direction whilst meeting local ambition and needs.

The attached charts show CSW's response to the NPS themes, priorities and outcomes. Individual authorities may choose to implement some or all of the CSW responses depending on local priorities. CSW responses have been RAG rated to indicate importance with red, amber, green representing high, medium and low importance.

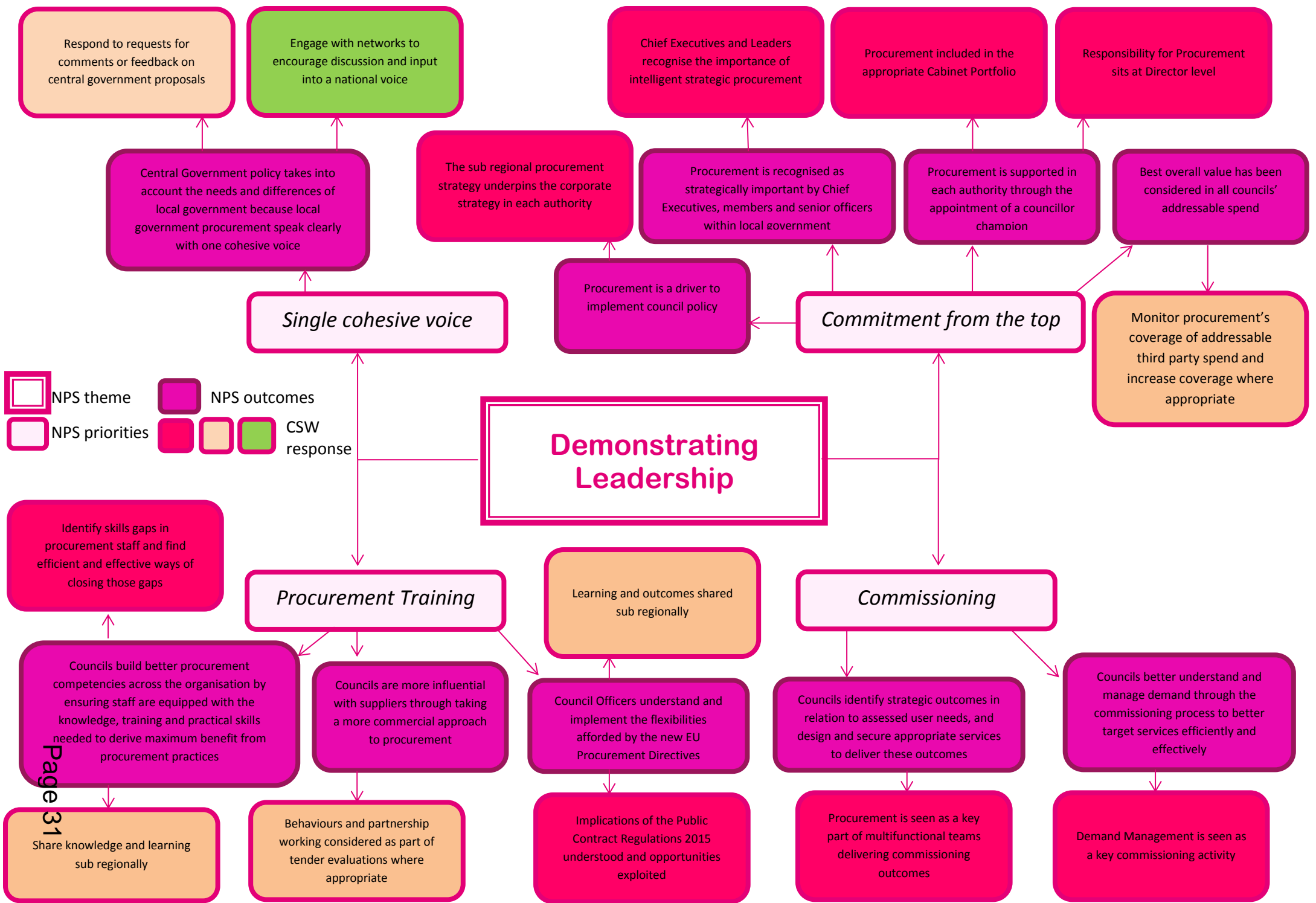
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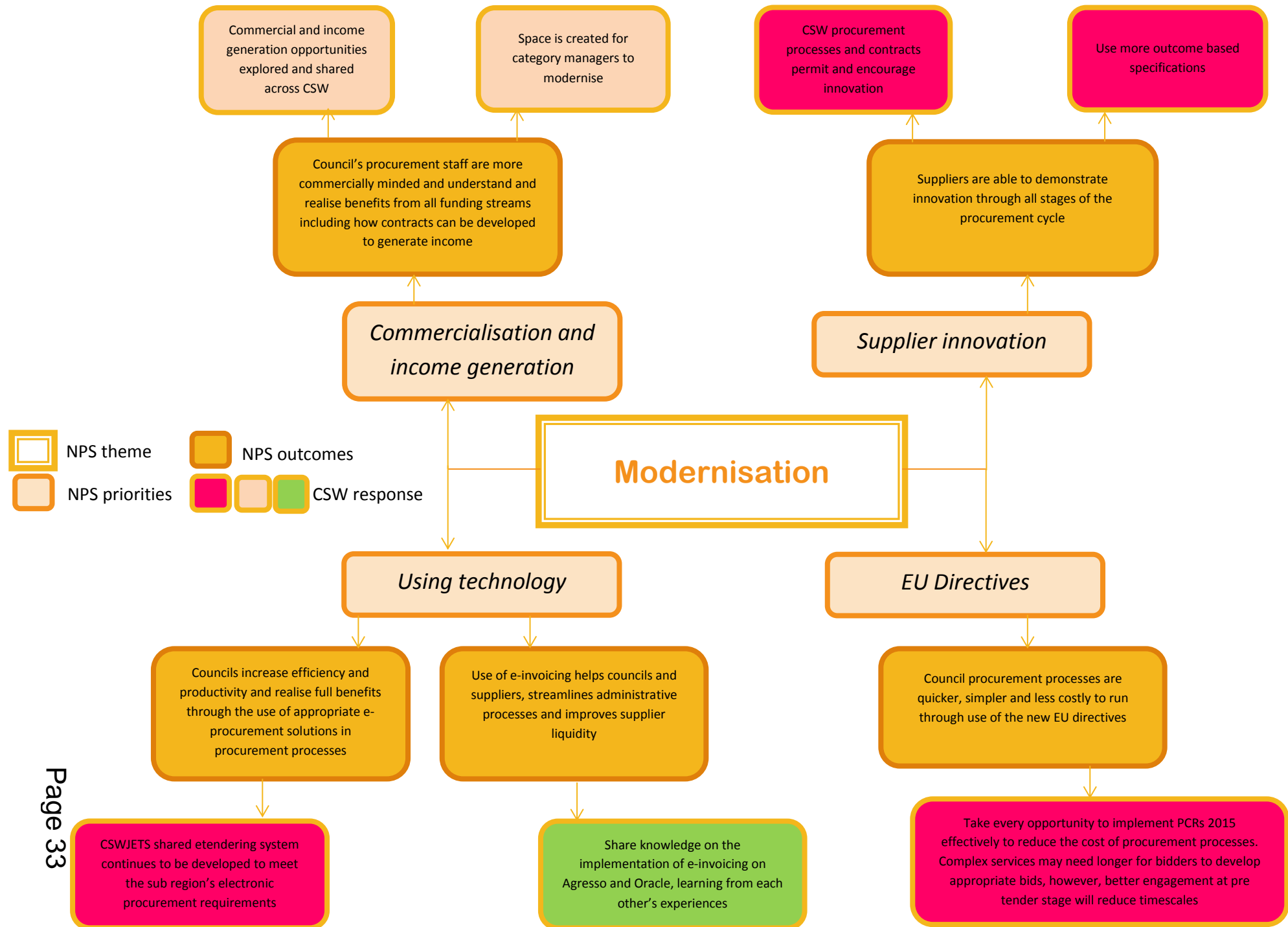
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 NPS theme
 NPS outcomes
 NPS priorities

 CSW response

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Public report
Councillor Gannon

Cabinet Member for Strategic Finance and Resources

7 December 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:

Coventry City Councils 2014/15 Report on Workforce Profile Information

Is this a key decision?

No

Executive Summary:

The purpose of this report is to provide information on the Council's workforce profile for 2014-2015. This information will be used to inform equality action planning. The report enables the City Council to fulfil its responsibilities under the Equality Act 2010 and as set out within the Council's Equality Strategy.

Recommendations:

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

- Note the workforce profile information for 2014/2015 included within **Appendix 1**.
- Approve the Action Plan set out in **Appendix 2**.

List of Appendices included:

Appendix 1 – Workforce Profile Statistical Information 2014/2015

Appendix 2 – Workforce Profile Report Action Plan 2014/15

Other useful background papers:

None

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.

Report title:

Coventry City Council's Annual Workforce Profile Information 2014 – 2015.

1. Context (or background)

1.1 The purpose of this report is to provide information on the City Council's workforce profile for 2014/2015. The report enables the Council to fulfil its responsibility under the Equality Act 2010 as set out within the Council's Equality Strategy.

2. Options considered and recommended proposal

2.1 Summary of Workforce Profile 2014 - 2015

The headline workforce profile data for the year 1st April 2014 to 31st March 2015, taken from a snapshot of data on 31st March 2015 is included at Appendix 1.

This report provides a detailed analysis of Core Council employees only. It excludes schools as Governing Bodies are responsible for their own recruitment and employment practices which in turn affect their equalities data.

The reference sources for Coventry are the current NOMIS – Official Labour Market Statistics, Census 2011 data produced by the Office for National Statistics (ONS), Annual Population Survey (Jan – Dec 2014) and Coventry City Council Referrals and Packages of Care Statutory Return 13/14

The report excludes casual workers on the basis that they are not 'employees' in law and hence are not considered to be part of the Council's workforce.

CORE COUNCIL HEADCOUNT

	Employee Headcount	Contract Count	FTE
31 st March 2014	6016	6270	4834
31 st March 2015	5538	5778	4506
DIFFERENCE	-478	-492	-328

Summary Core Council Equality Data

- Just under half of the Council's workforce is employed on a part-time basis (47.46%).
- The labour turnover from 1st April 2014 to 31st March 2015 is 15% and this includes employees leaving within the ER/VR programme.
- 70% of the workforce is female.
- There is a 47% male / 53% female representation at Senior Management Level.
- Black and Minority Ethnic (BME) representation in the workforce is 16.36%.
- The number of employees who have declared a disability is 6%.
- The largest age group (48.9%) in the Council's workforce is aged between 45-59 years. The representation of young people (16-24) in the Council remains low at 4.31%.

2.2 Conclusion

The information in the report and the statistical information at **Appendix 1** will be used to support the Council's workforce planning objectives over the coming year.

An Action Plan has been developed for 2014/15 with the purpose of improving the diversity of the workforce. Headline actions are detailed in **Appendix 2**.

3. Results of consultation undertaken

No consultation undertaken

4. Timetable for implementing this decision

No implementation required

5. Comments from Executive Director of Resources

5.1 Financial implications

The overall decrease in employee numbers reflects recent trends. It is essential that the Council continues to achieve reductions in its workforce as its level of Government resources reduces over the next couple of years.

5.2 Legal implications

The report fulfils the Council's responsibilities under the Equality Act 2010.

6. Other implications

Any other specific implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Council relies on its workforce in the delivery of its objectives. The information contained in this report assists with effective workforce planning.

6.2 How is risk being managed?

No significant risks identified.

6.3 What is the impact on the organisation?

The data contained in this report supports the Council in its workforce planning activities.

6.4 Equalities / EIA

The Equality Act requires public bodies like the Council to produce a workforce profile on the gender pay gap, the percentage of the workforce from an ethnic minority and the percentage of the workforce who have a disability. The workforce profile provides statistical data that can be used for carrying out an analysis of the impact on equalities of workforce related services and policies.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

Report author(s): Neelesh Sutaria

Name and job title: HR Business Partner

Directorate: Resources

Tel and email contact: 02476 831559 neelesh.sutaria@coventry.gov.uk

Enquiries should be directed to the above person.

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John O Neill	Team Leader Management Information	Resources	N/A	N/A
Usha Patel	Governance Services Officer	Resources	19.11.2015	19.11.2015
Names of approvers for submission: (officers and members)				
Finance: Paul Jennings	Finance Manager	Finance & legal	16.11.2015	16.11.2015
Legal: Gill Carter	Commercial Team Manager	Finance & legal	16.11.2015	17.11.2015
Assistant Director: Shokat Lal				
Members: Cllr Gannon	Cabinet Member for Strategic Finance and Resources		20.11.2015	23.11.2015

This report is published on the council's website:
www.coventry.gov.uk/meetings

APPENDIX 1

Core Council Workforce Profile Statistical Information 2014/15

1 Workforce Profile data analysis

This section provides an analysis of the Council's workforce.

The following definitions are used:

Whole Workforce – all employees. Whole workforce figures are used, excluding schools.

Black and Minority Ethnic (BME) – visible minority (non-white) definition used

1.1 Overall workforce

CORE COUNCIL

	Employee Headcount	Contract Count	FTE
31 st March 2014	6016	6270	4834
31 st March 2015	5538	5778	4506
DIFFERENCE	-478	-492	-328

The above data shows an overall reduction of 7.9% in employee headcount between 31st March 2014 and 31st March 2015.

Directorate analysis

The following diagram shows the proportion of the Council's workforce in each Directorate.

DIRECTORATE	Distinct Contract Count	Percentage
Chief Executive's Directorate	63 (68 in 2013-2014)	1.09 % (1.08%)
People Directorate	2,804 (3,225 in 2013-2014)	48.53 % (51.4%)
Place Directorate	1,576 (1,527 in 2013-014)	27.28 % (24.3%)
Resources Directorate	1,332 (1,439 in 2013-2014)	23.05 % (22.9%)
Not linked to Hierarchy	3 (9 in 2013-2014)	0.05 % (0.14%)
Sum:	5,778 (6,270 in 2013-2014)	

Status

52.54% of the Council's workforce are employed on a full-time basis and **47.46%** are part-time which shows a variation in the figures for 2014 which were 50.2% (+2.34%) and 49.8% (-2.34%) respectively. Currently, **32%** of the city's population in employment work on a part-time basis, showing that the Council employs a comparatively high number of part-time workers.

Leaver Rate

The Council's labour turnover (the number of leavers as a percentage of the average workforce over the period) is **15%**.

1.2 Gender

Gender in the workforce

The Council employs a much higher proportion of females in comparison to the proportion of females employed in the City as a whole, 70% of Council employees are female compared to 50% of Coventry's working age population in employment.

	Council Workforce	Coventry Workforce
Male	30%	50%
Female	70%	50%

Sources: ONS Annual Population Survey (Jan 2014-Dec 2014) and Coventry City Council Workforce Profile – Management Information Report (March 2015)

Gender and employment status

The data shows that female employees are more likely to work on a part-time basis in the Council, with 58% of the Council's female workforce working part-time compared to 23% of the male workforce.

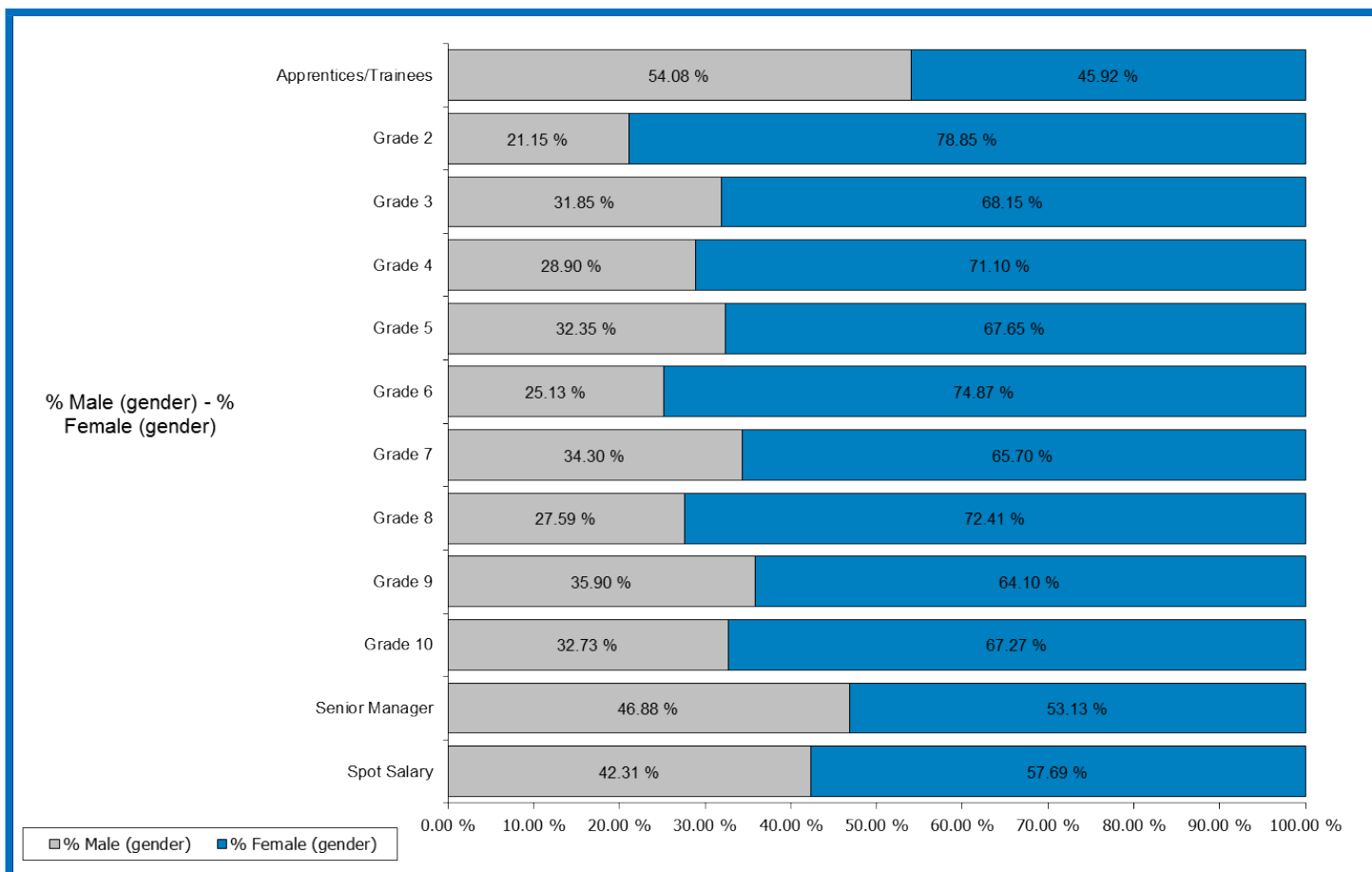
Out of the city's working age population in employment, there is also a large gap between the proportion of males and females that work on a part-time basis, 31.5% of employed, working age females work part-time compared to only 9.2% of employed, working age males.

	Council Workforce		Coventry Workforce	
	Full-time	Part-time	Full-time	Part-time
Male	77.26%	22.74%	66.8%	9.2%
Female	42.03%	57.97%	46.9%	31.5%
Overall Workforce	52.54%	47.46%	70.8%	29.2%

Source: ONS Annual Population Survey – Economic Activity (2011) and CCC Workforce Profile 2015

Gender and pay

The diagram below provides an analysis of the Council's workforce by gender against each of the Council's pay bandings. Although the percentage of females reduces at the higher bandings, all demonstrate over 50% representation with the exception of Apprentices and Trainees. Proportionately however, women remain more prevalent in the lower pay bands. There is a 47% male / 53% female representation at Senior Management Level.



The introduction of the living wage (minimum of £7.85 per hour) has improved the income levels of a substantial number of lower paid employees in the Council; the majority of whom are female. Currently 645 females and 173 males receive the living wage.

Gender and leavers

29.6% of leavers were male, and 70.4% were female, which broadly reflects the gender breakdown within the workforce.

1.3 Ethnicity

Ethnicity in the workforce

Using the government's 'best value' definition of visible minority groups, 16.36% (945 contracts) of the Council's workforce come from a black or minority ethnic background. When using a broader definition, which includes white Irish and white other groups, this percentage rises to 20.5%. This represents a small increase in the 2014 ethnicity statistics.

The Council has identified a number of employees for whom it had no record of ethnicity, or who have chosen not to declare it. This percentage was 5.59% in 2013/14 but has now increased to 8.7%, an increase of 3.11%. This will be kept under review and further consideration given as to how this can be reduced.

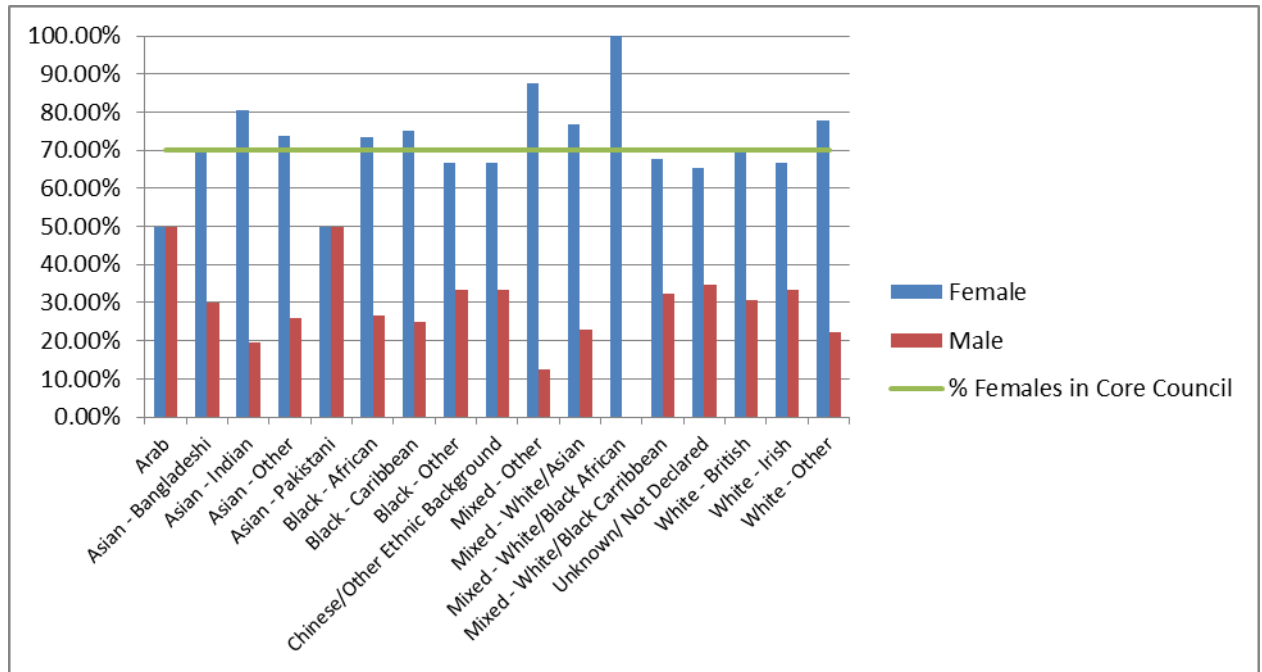
When looking at the proportions of working age employed people by their ethnicity, the Council workforce statistics have been compared to the workforce statistics in the City as a whole. The percentage of 'White' employees is slightly higher in the Council at 74.3% compared to 73.8% in the City as a whole (-0.5%). Other ethnicities are underrepresented in the Council workforce in comparison to the City as a whole. The percentage of 'Asian/Asian British' employees within the Council is 12.09% compared to 16.3% in the City (an increase on 2013 by 1.3%) and the percentage of Black/Black British employees within the Council is 4% compared to 5.6% within the City.

% of employed, working age people by ethnicity in Council and City Workforce

	Council Workforce	Coventry Workforce
White	74.97%	73.8%
Asian/Asian British	11.02%	16.3%
Black/Black British	3.79%	5.6%
Mixed	0.97%	2.6%
Other (inc. Chinese)	0.57%	1.7%
Undeclared	8.7%	

Sources: ONS Annual Population Survey 2011 and Workforce Profile 2014

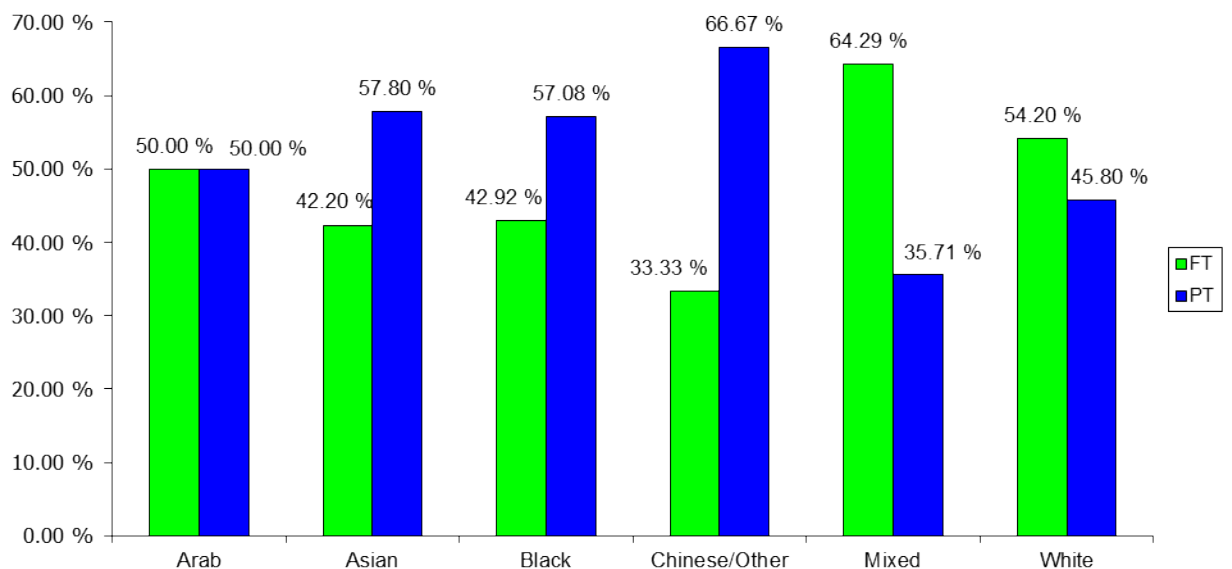
Ethnicity and gender



The gender of the Council's workforce, by ethnicity, is broadly reflective of the wider organisational trend, with all ethnic groups having a majority female workforce. The exceptions are 'Arab' and 'Asian (Pakistani)' which have a 50/50 make-up of male and female workers.

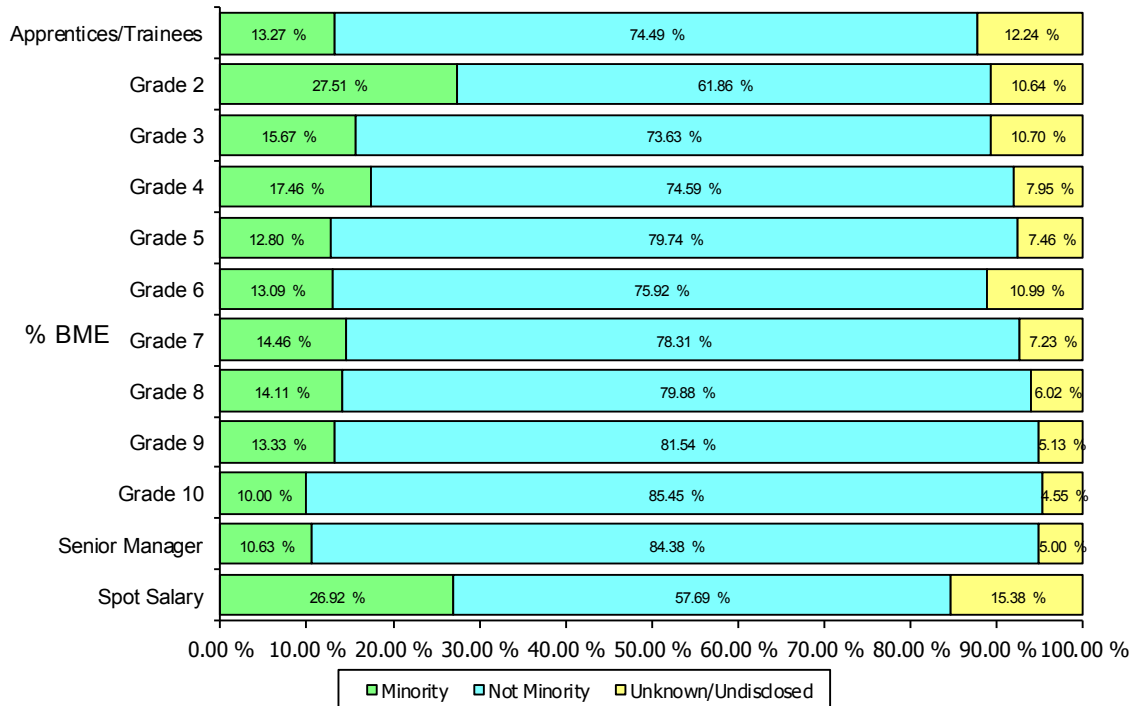
Ethnicity and employment status

Over half (56.61%) (535 contracts) of the minority ethnic workforce are employed on a part-time basis. The following diagram compares employment status and ethnicity. Part-time and full-time working appears to be less influenced by ethnicity than by gender.



Ethnicity and pay

The diagram below provides an analysis of the Council's ethnicity pay differential and shows that the representation of the black and minority ethnic workforce in some pay bands is broadly equivalent to their representation in the workforce. However, at salaries equivalent to pay bands Grade 9 and above, black and minority ethnic representation does reduce slightly. There are still fewer senior managers (Grade 10 and above) from a minority ethnic group than is representative. There also continues to be a high percentage of minority ethnic employees at lower grades within the pay scale specifically at grade 2.



Whole workforce, based on Single Status pay band or equivalent

Ethnicity and leavers

15.39% of leavers come from a black or minority ethnic background and the leaver rate as a percentage of the minority ethnic workforce is 12.41%. This figure is slightly lower than the leaver rate for the whole workforce which is 15%.

1.4 Disability

6% of the workforce has declared a disability. This number reflects those employees that have chosen to declare their disability. Many employees choose not to declare so this may not be an accurate reflection of the workforce.

Records show that 19.16% of the workforce has had reasonable adjustments made to their post, although some reasonable adjustments are made informally at a local level and so they may not always be recorded.

When comparing the percentage of the Council's workforce that have a disability (6%) to the percentage of employed, working age people with a disability within Coventry (13%), the proportion is more than double.

% of employed, working age people by disability

	Council Workforce	Coventry Workforce
Disabled	6%	13%
Non-disabled	79%	87%
Non declared / Unknown	15%	

Sources: ONS Annual Population Survey (Jan 2012 – Dec 2012) and Workforce Profile 2013-2014

Increasing employment and improving access to employment are key priorities for the Council and are reflected in one of its Council Plan Objectives "help more local residents get jobs" which is fundamental to the Council's approach to poverty and reducing income inequality. As part of its work to promote equality of opportunity the Council will continue to analyse employment; unemployment and underemployment and will aim to address inequalities faced by different groups including disabled people.

Disability and gender

The majority (63%) of employees with a disability are female. This is higher than the wider Coventry workforce which is 49%.

Source: Coventry City Council, Referrals and Packages of care statutory Return 13/14

Disability and ethnicity

13.7% of the Council's workforce with a disability come from an ethnic minority background. This is broadly reflective of the percentage of the wider workforce with a disability from an ethnic minority background (16%).

Source: Coventry City Council, Referrals and Packages of care statutory Return 13/14

Disability and status

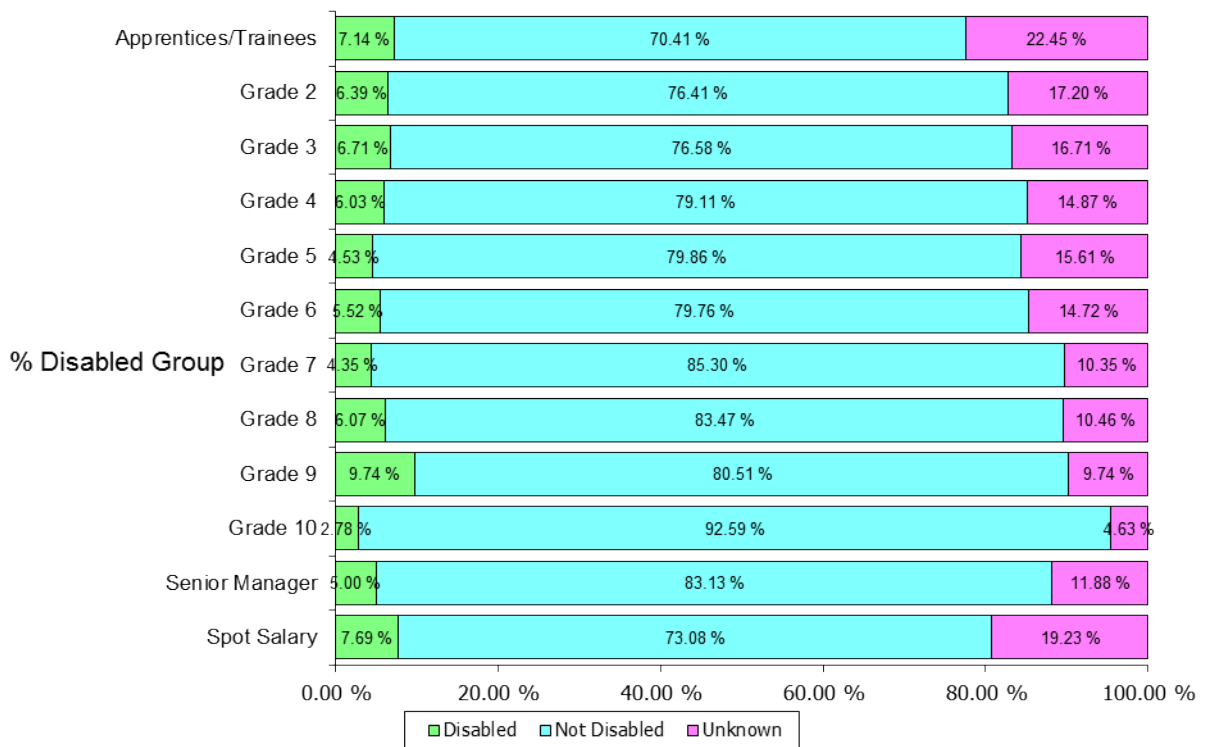
52.10% of the workforce with a disability is employed on a full-time basis, which is comparable to the percentage of full time employees within the overall workforce (52.54%). This is a positive reflection on the Council's policies that have been developed in order to support employees with a disability in the workplace and the reasonable adjustments that have been made to meet individual needs.

Disability and leavers

6% of all employees that left the Council had a disability which represents a leaver rate of 7.25% of all disabled employees.

Disability and pay/grading

The diagram below shows an analysis of disability within the organisation by single status grade or equivalent and highlights a relatively even distribution of employees with a disability across all pay scales with the exception of Apprentices / Trainees.



'Unknown' Disability

Coventry City Council continues to have difficulties persuading individuals to record their disability status. 14.9% (833 contracts) of the Council's workforce have 'unknown' or 'refused' recorded against their disability record on Resourcelink.

1.5 Age

The largest age group in the Council's workforce are employees aged between 45-59 years which equates to 49%. A contributory factor to an older workforce may be the Flexible Retirement Policy which allows employees to continue working (with a reduction in hours or in a lower graded post) and have access to their pension.

The Council's workforce is under-represented by younger age groups, age 16-24 and age 25-29, compared to the Coventry workforce as a whole (4.3% compared to 16% and 6.6% compared to 8.4% respectively), although it is noted that the Coventry figures may be high because of the two universities located in the city. However, there is a larger proportion of employees between the age of 60 and 64 working for the Council compared to Coventry as a whole.

% of employed people by age

	Council Workforce	Age Structure of Coventry Residents**
Age 16-24	4.31%	16%
Age 25-29	6.61%	8.4%
Age 30-44	29.6%	19.7%
Age 45-59	48.93%	16.9%
Age 60 – 64	7.58%	4.4%
Age 65 +	2.68%	14.6%

Sources: 2013 Office for National Statistics (ONS) Population Estimates and Workforce Profile Report 2014-2015.

** Excludes children under 16 years of age.

Age and gender

The graph above demonstrates that a higher percentage of the male workforce are aged 60 and over (12.47%) compared with the female workforce that are aged 60 and over (9.74%). This may be reflective of current state pension ages.

Age and ethnicity

The largest group (49.42%) of ethnic minority staff employed by the Council is aged 45-59 years, which is comparative to non-minority staff (50.81%). Older workers tend to be from a white background; for example, 83.61% of employees aged 60 and over are white.

Age and disability

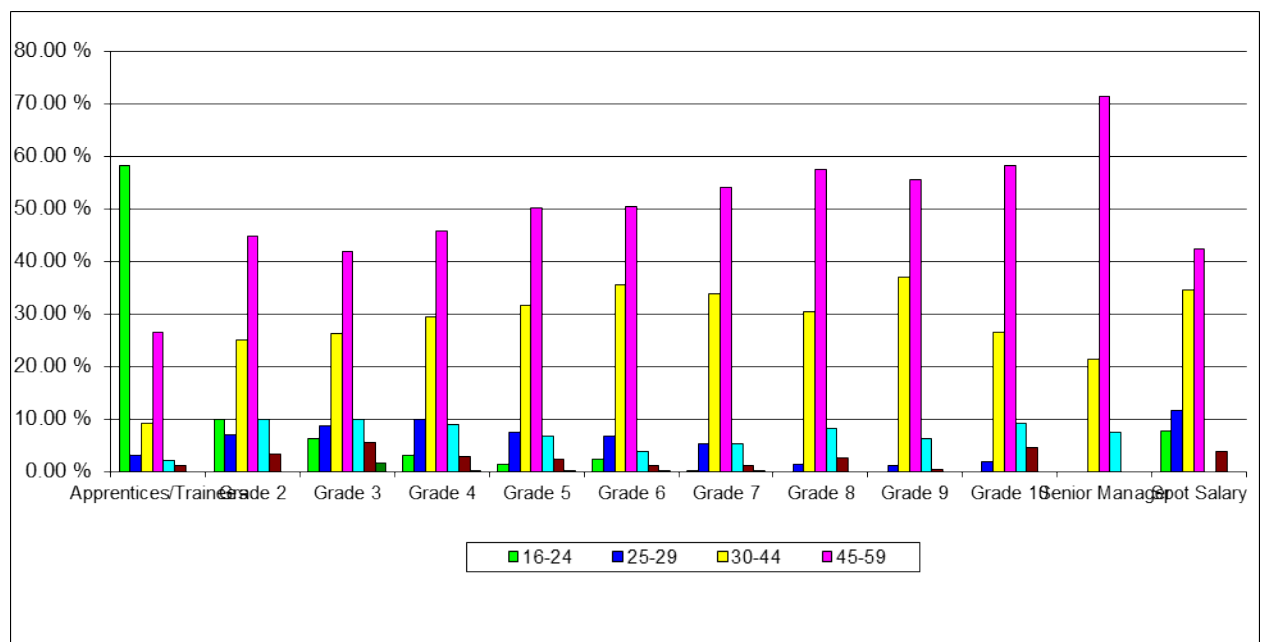
The majority of disabled employees are aged between 45-59 (54.49%). 13.18% of all disabled workers are aged 60 and above which is a 1% increase on the 13/14 statistics.

Age and leavers

62.42% of all leavers are aged 30-59, which is a decrease of just over 4% on the 2013/14 statistics.. There continues to be proportionately higher numbers of young leavers compared to their number in the workforce (17% of leavers are aged 16-29 compared to 10% of the workforce being of this age).

Age and pay

The following diagram shows an analysis of the age profile within single status and equivalent grade bands. This chart highlights that there are fewer younger workers in the higher pay scales and the majority of those working at Grade 9 and above are aged 30 – 64. The higher number of 16 – 24 year olds in lower grade posts includes those that are currently on an apprenticeship or trainee scheme.



APPENDIX 2

Workforce Profile Report – Action Plan 2014/2015

Headline Actions	Timescale	Lead Officers
Review and revise our recruitment and selection procedures to incorporate greater emphasis on workforce planning and equality & diversity monitoring. Monitoring will specifically focus on applications, shortlisting and appointments. Action plans will be produced so that the Council can work towards having a workforce which better reflects the diverse population of the City.	March 2015/June 2016	Shokat Lal / Recruitment Team
Develop and implement a Succession/Talent Strategy and Career Pathway for employees.	February 2015/ September 2016	Grace Haynes & Organisational Development Adviser
Develop and launch an Aspiring Leader Programme.	November 2015 / March 2016	Grace Haynes
Introduce a revised Apprenticeship Strategy to increase representation of young people within the organisation. Focus specifically on under-represented groups such as LAC, NEET, and young people from BME backgrounds.	March 2016	Grace Haynes & Apprenticeship/Employment Team
Review and revise how equality statistics and information are produced and presented both within and outside the organisation.	January 2016 / April 2016	Karen Mihajlovic / Helen Shankster
As the workforce reduces, monitor the equality impact of service reviews and restructures	Throughout 2016	Change Management Team

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Cabinet Member for Strategic Finance and Resources

7 December 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 Q2 (1 July to 30 September 2015).

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.

Executive Summary:

To provide the Cabinet Member with performance information on the use of agency workers procured through the Master Vendor Contract for the Q2 period 1 July to 30 September 2015; to compare Q1 2015/16 with Q2 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 Q2 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 Q2 2015/16 for spends with Pertemps.

The information attached in Appendix III shows a summary of the usage of agency workers in Q2 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 Q2 (1 July to 30 September) 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 2nd 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 Q1 for 2015/16 with Q2 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 Q1 2015/16 and Q2 2015/16 Agency Spend.

Directorate	Spend Q1 2015/16	Spend Q2 2015/16	Increase/decrease
People Directorate	£1,758,815	£1,598,753	-£160,062
Places Directorate	£83,101	£78,337	-£4,764
Resources Directorate	£244,856	£187,485	-£57,371
Chief Executives	£0	£0	--
TOTAL	£2,086,771	£1,864,575	-£222,197

Directorate Commentary on increased Agency worker Spend for Q2 2015/16

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

2.2 Table for Comparison of Interims and authorised off contract spend on agency workers between Q1 2015/16 and Q2 2015/16

Directorate	Total Spends in Q1	Total Spends in Q2	Increase / Decrease in Spend
People	£106,655	£144,213	£37,558
Place	£620,610	£1,107,034	£486,424
Resources	£8,329	£12,273	£3,944
TOTAL	£735,594	£1,263,520	£527,926

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.

There is an increase in off-contract spend across each directorate.

People Directorate

People Directorate have additional interim staff covering the roles of Business Systems Manager, Independent Reviewing officer and Head of Children's Safeguarding, who started towards the end of Quarter 1.

There were seven interims employed in the People Directorate during Quarter 2: covering vacant posts of:

- Interim Assistant Director Children's Social Care,
- Service Manager Fostering & Adoption
- Review & Quality Assurance Manager
- Business System Manager
- Independent Reviewing Officer (this assignment ended during the quarter)
- Head of Children's Safeguarding
- Care (this assignment ended early in the quarter)

Place Directorate

In Place Directorate, the figures include staff from the three companies on the Framework and encompass works being carried out on all the currently on-going major projects (Whitley Junction, Friargate, A4600 improvements, Warwick University, A45/Broad Lane junction improvements and Public Realm grant funded works) as well as specialist staff working within Highways and Traffic & Transportation. The charge may include traffic modelling and design charges for staff that are not seconded to Coventry.

Resources Directorate

The interim employed in the Resources Directorate during quarter 2 is covering the role of Customer Services Manager.

2.3 Unauthorised Off-Contract spends Q2 2015/16

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

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 rebate for quarter 2 is £306,539 compared with a

quarter 1 rebate of £360,263. This reduction reflects the reduced level of activity on the Pertemps contact during the quarter.

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):

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Resources Directorate

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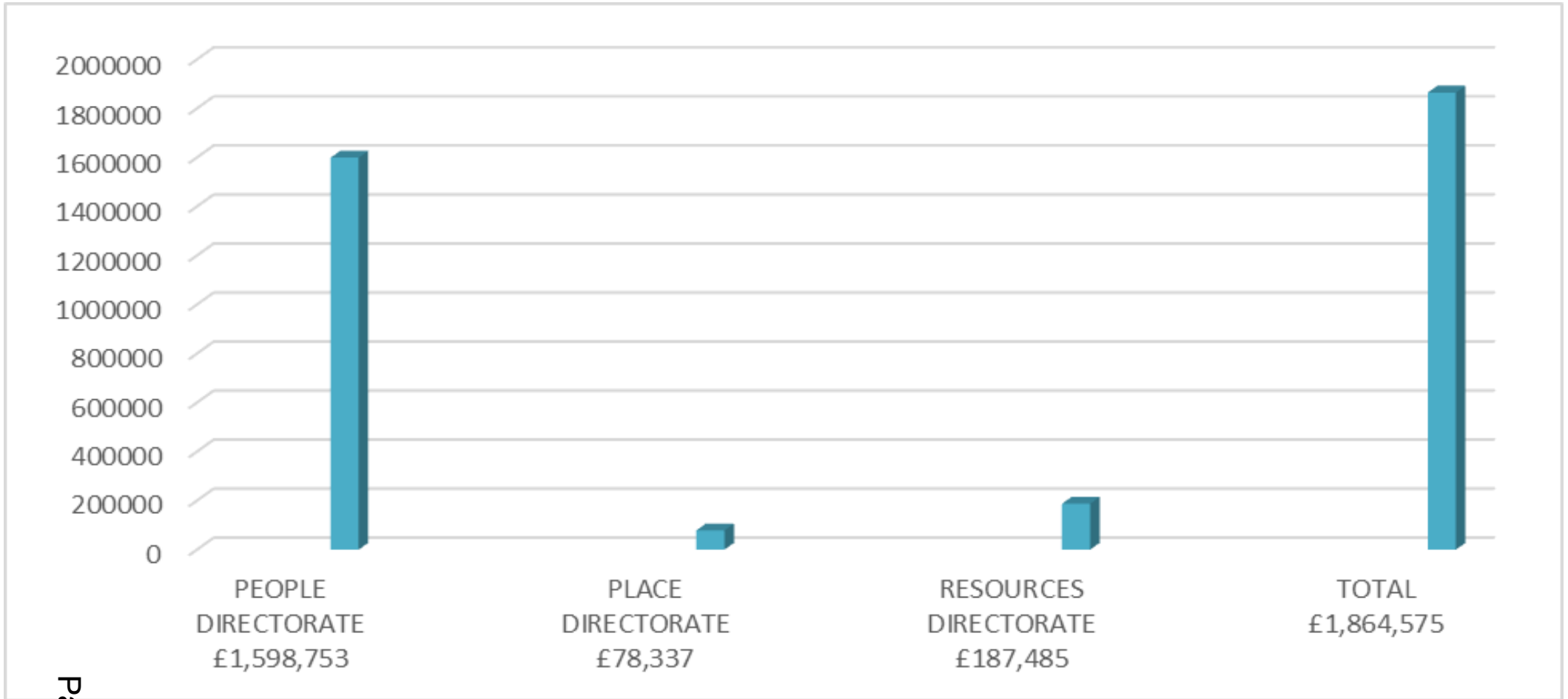
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Usha Patel	Governance Services Officer	Resources	16/11/2015	17/11/2015
Other members				
Names of approvers: (officers and members)				
Human Resources & Workforce Services: Shokat Lal	Assistant Director, HR & Workforce Services	Resources	16/11/2015	23/11/2015
Finance: Kathryn Sutherland	Lead Accountant	Resources	16/11/2015	23/11/2015
Legal: Julie Newman	Legal Services Manager, People	Resources	16/11/2015	23/11/2015
Director: Chris West	Executive Director	Resources	16/11/2015	23/11/2015
Member: Councillor Gannon	Cabinet Member		20/11/2015	23/11/2015

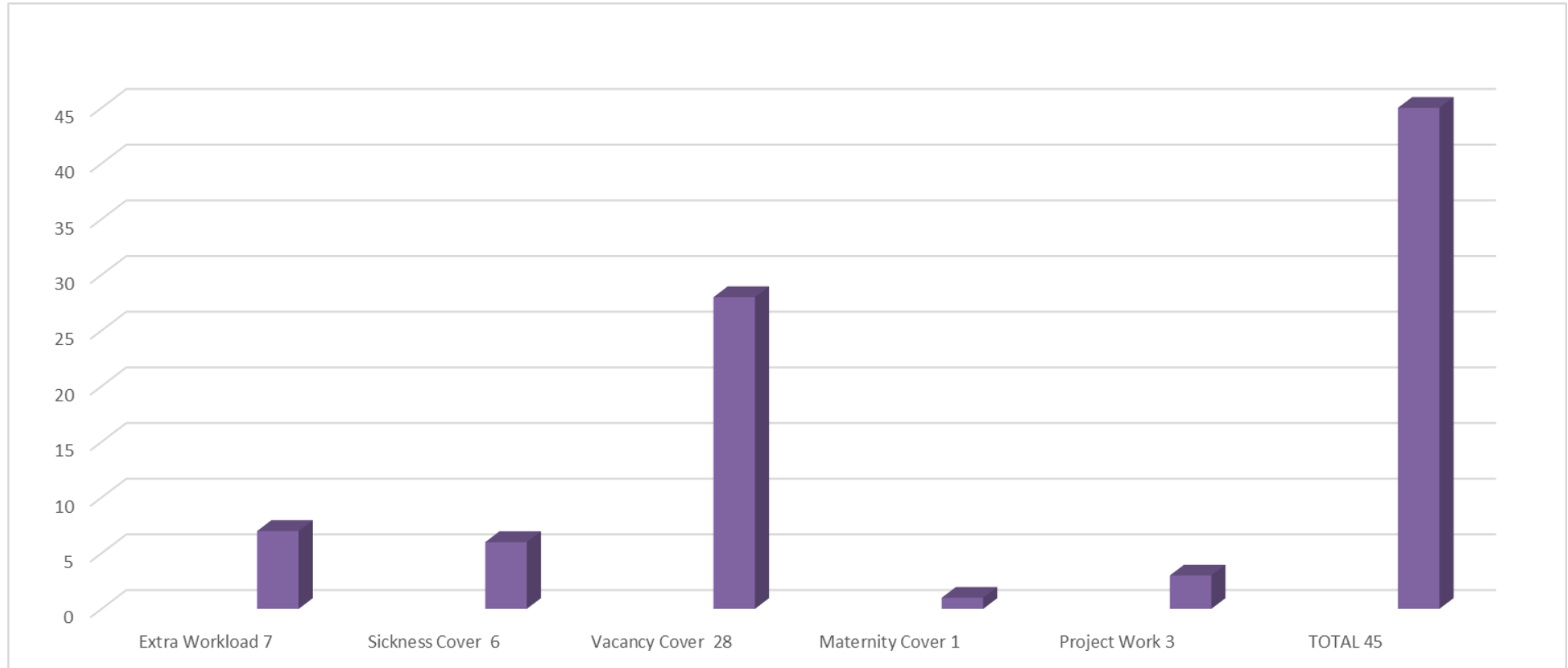
This report is published on the Council's website:

www.coventry.gov.uk/meetings

APPENDIX I - AGENCY SPEND BY DIRECTORATE - JULY TO SEPTEMBER 2015



APPENDIX II - ORDER JUSTIFICATION QUARTER 2 : JULY TO SEPTEMBER 2015



APPENDIX III - SUMMARY OF USE OF AGENCY WORKERS BY DIRECTORATE AND STRATEGIES IN PLACE FOR REDUCING DEPENDENCY ON AGENCY WORKERS
Q2 JULY TO SEPTEMBER 2015

Directorate	Q1 April to June 2015 Spend by Service Area	Q2 July to Sept 2015 Spend by Service Area	State Usage of Agency Workers in Q2	What Strategies are in place for Reducing Dependency on Agency Workers
People Directorate	Total Expenditure Q1 <u>£1,758,815</u>	Total Expenditure Q2 <u>£1,598,753</u>	Expenditure overall has reduced on the first quarter although expenditure continues to be at the same level for the same period in 2014/2015. 81% of total Directorate spend in Q2 is on Qualified Social Workers – the vast majority of this spend being in Children’s Services. Workload and Vacancy Cover in Children’s Services and Vacancy Cover in Adult’s Services continue to be the main reason for agency spend.	A new recruitment campaign for Children’s Social Workers is under development. Recruitment and retention measures are in place to attract applicants and retain existing staff. A Children’s Social Care workforce strategy will address plans for recruitment, retention and development of Social Workers
Place Directorate	Total Expenditure Q1 <u>£83,101</u>	Total Expenditure Q2 <u>£78,337</u>	There has been a further decrease in agency worker expenditure by £4,764 in Q2 of 2015/2016 in comparison to Q1. The primary reasons for the use of agency workers within the Directorate for Q2 has been due to Additional Work and Vacancy Cover.	The Directorate continues to reduce its expenditure on agency workers by carefully monitoring and robustly challenging the deployment of agency workers. In addition the Directorate continues to manage the use of agency workers by the following means: <ul style="list-style-type: none"> * Before going down either route we would look at the opportunity for internal secondment of existing employees * Managers are required to consider if the use of agency staff or short term contracts is justified in terms of providing value for money against the alternative of recruitment. Recruitment remains the normal way in which the vast majority of posts are filled. * Assistant Directors monitor the use and expenditure on Agency Workers

Resources Directorate	Total Expenditure Q1 <u>£244,856</u>	Total Expenditure Q2 <u>£187,485</u>	Reduction in Spend from Q1	Use of agency workers in Resources continues to be in ICT and Legal Services. The usage in Legal Services will decrease with the recruitment of permanent staff following the recent restructure.
OVERALL TOTALS	Q1 2,086,772	Q2 1,864,575		



Cabinet Member for Strategic Finance and Resources

12 November 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:

6 month (April – September 2015) Cumulative Sickness Absence 2015-2016

Is this a key decision?

No

Executive Summary:

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

- Levels of sickness absence for the 6 month period of April – September 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 6 month period of April to September 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 – September 2015 vs. April – September 2014)
- Appendix 3 Coventry City Council Reasons for Absence (April – September 2015)
- Appendix 4 Days Lost per FTE, by Directorate (April – September 2014/2015 vs. 2015/2016)
- Appendix 5 Coventry City Council Percentage Breakdown of Absence (April – September 2015)
- Appendix 6 Coventry City Council Spread of Sickness Absence (By Length of Days) (April – September 2015)
- Appendix 7 & 8 Summary of Occupational Health & Counselling Services Activities Undertaken (April – September 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: 6 Month (April – September 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

FTE Average Days Lost (cumulative)	All Employees	All Employees (except Teachers)	Teachers
2014/15 – Quarter 2	3.91	4.58	2.48
2015/16 – Quarter 2	3.77	4.32	1.69

Annual FTE Average Days Lost	All Employees	All Employees (except Teachers)	Teachers
2015/2016 Projected	8.98	10.93	5.04
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 – September 2015 is Stomach, Liver and Gastroenteritis accounting for 1,315 occasions. The amount of time lost through Stomach, Liver and Gastroenteritis was 3,198.77 days.
- The amount of time lost through Stress, Depression, and Anxiety was 7,528.44 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 (6,061.35 days) and Stomach, Liver and Gastroenteritis (3,198.77 days).

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

- Quarter 2 (ending September 2009) out turn was **4.53** (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2010) out turn was **4.47** days (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2011) out turn was **3.96** days (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2012) out turn was **4.05** days (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2013) out turn was **3.81** days (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2014) out turn was **3.91** days (average sick days lost per full time equivalent employee).
- Quarter 2 (ending September 2015) out turn was **3.77** days (average sick days lost per full time equivalent employee).

1.4.3 When comparing Quarter 2 (2015/16) out turn with last years in the same period (2014/15), it reveals that:-

- Reduction of the occurrences of absence by **572** based on comparison with the same period last year.
- Reduction of total days lost per FTE by **3,297.80** days based on comparison with the same period last year.
- Reduction of **22,816.01** working hours' lost based on comparison with the same period last year out-turn.
- Reduction of **£171,000** in respect of cost of absence based on comparison with the same period last year.
- Stress has increased by **194.24** days but had decreased by 16 occasions, based on comparison with the same period last year.
- Musculo-Skeletal has reduced by **1,051.76** days and by 75 occasions, based on comparison with the same period last year.
- There has been a decrease of 67.73 days lost due to Infection, Colds and Flu, and 67 occasions based on comparison with the same period last year.
- Chest, Respiratory, Chest Infection has reduced by **217.97** days and by 6 occasions, based on comparison with the same period last year.

- Stomach, Liver, Gastroenteritis has reduced by **716.64** days and by 77 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 – September 2015 there have been a total of **10** dismissals in accordance with the Promoting Health at Work Corporate Procedure. **4** dismissals have been due to ill health retirement and **6** 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 2 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 rational 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 seventeen outstanding cases from absence triggers generated from Quarter 2. Of these outstanding triggers thirteen are within Adult Social Care Operations; three are within Education Adult Learning & Libraries; and one is within Safeguarding Performance & Quality.

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 the Occupational Health, Safety and Wellbeing 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 2:

- **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 ten employees.
- **Relaxation and Anxiety Management** - continuation of free guided Relaxation for Panic Attacks and Anxiety Management using Cognitive Behavioural Therapy (CBT).
- **Assist-mi®**– is a revolutionary 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 within Coventry City Centre and lists a directory of providers involved allowing two-way communication with the service provider so a user's needs can be met effectively. After the pilot it is hoped that the app will be rolled out across the whole City.
- **Be Healthy Be Well newsletter** – continuation with publication of the very popular and informative monthly Be Healthy Be Well newsletter to all employees.
- **Sky Ride Local** – a series of free guided bike rides in the City during August 2015, in partnership with British Cycling and Sky.
- **Free cycle training** – offered to Council employees.
- **World Cancer Research Fund UK Towers Challenge** – The Council are teaming up with the World Cancer Research Fund and StepJockey to launch the Towers Challenge where Council staff are challenged to climb the stairs in CC4.
- **The Youth Service Summer Activities programme** – a series of events to keep youngsters busy and active this summer.
- **Fire and Earth** – offered discounted deals for Council staff on massage and relaxation treatments at all their locations.
- **Smoking Cessation** – Stop Smoking campaign to raise awareness of the free NHS Smokefree app, a four week programme that puts practical support, encouragement and tailored advice in the palm of your hand. This complements

the continued support available through Occupational Health's Smoking Cessation programme.

- **Cancer Support** – The Council's on-going partnership with Macmillan Cancer Support, which aims to improve the lives of people affected by cancer in the City, including Council employees. Steps are being taken to ensure that all Managers working for the Council have the skills and information they need to support an employee with a cancer diagnosis. This includes continuation of the Cancer Buddy Scheme and Cancer Awareness training sessions. To help those outside the Council, there are now five Macmillan Cancer Information hubs at libraries across Coventry stocked with a wide range of cancer information resources covering many of the issues commonly faced by those affected by cancer.
- **Be Healthy Be Well newsletter** – continuation with publication of the very popular and informative monthly Be Healthy Be Well newsletter to all employees.

2.2 Activities during Quarter 2 from the Occupational Health, Safety and Wellbeing Team

- Support has been provided to teams moving into the Customer Service Centre in Broadgate House. Focusing on: potential violence and aggression issues; MSK; individual service risk assessments and Health & Safety procedures.
- Support has been provided to schools to ensure appropriate assessments for pupils with behavioural issues (main stream and special schools).
- A Mental Wellbeing clinic has been set up at Whitley Depot for direct support with mental health issues.
- Mental Wellbeing Awareness training has been organised through MIND, for managers in the People and Places Directorates.
- E-learning for resilience has been developed and is now available.
- A leaflet on taking care of your shoulders for teachers, including exercises and good work practice, has been prepared for distribution.
- Stretch and flex sessions for Adult Social Care have been delivered in the workplace with 67 people taking part. Staff awareness of posture/preventing back pain rose from 38% to 96%.
- Three week 'Body Beautiful' challenge took place 17th, 24th June and 1st July.
- The Peoples Directorate 'Keeping Well at Work Clinics' continue to provide a fast-care Musculoskeletal (MSK) Service at Faseman House.

- The Fast Care Musculoskeletal Clinics for City Services have been evaluated and found to be effective in reducing the impact of MSK related ill health.
- Risk assessment guidance and templates have been updated on Beacon.
- Support has been provided to review manual handling risk assessments around waste collection for Places Directorate.

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 areas of Occupational Health, Safety and Wellbeing, 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, Safety and Wellbeing 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:**

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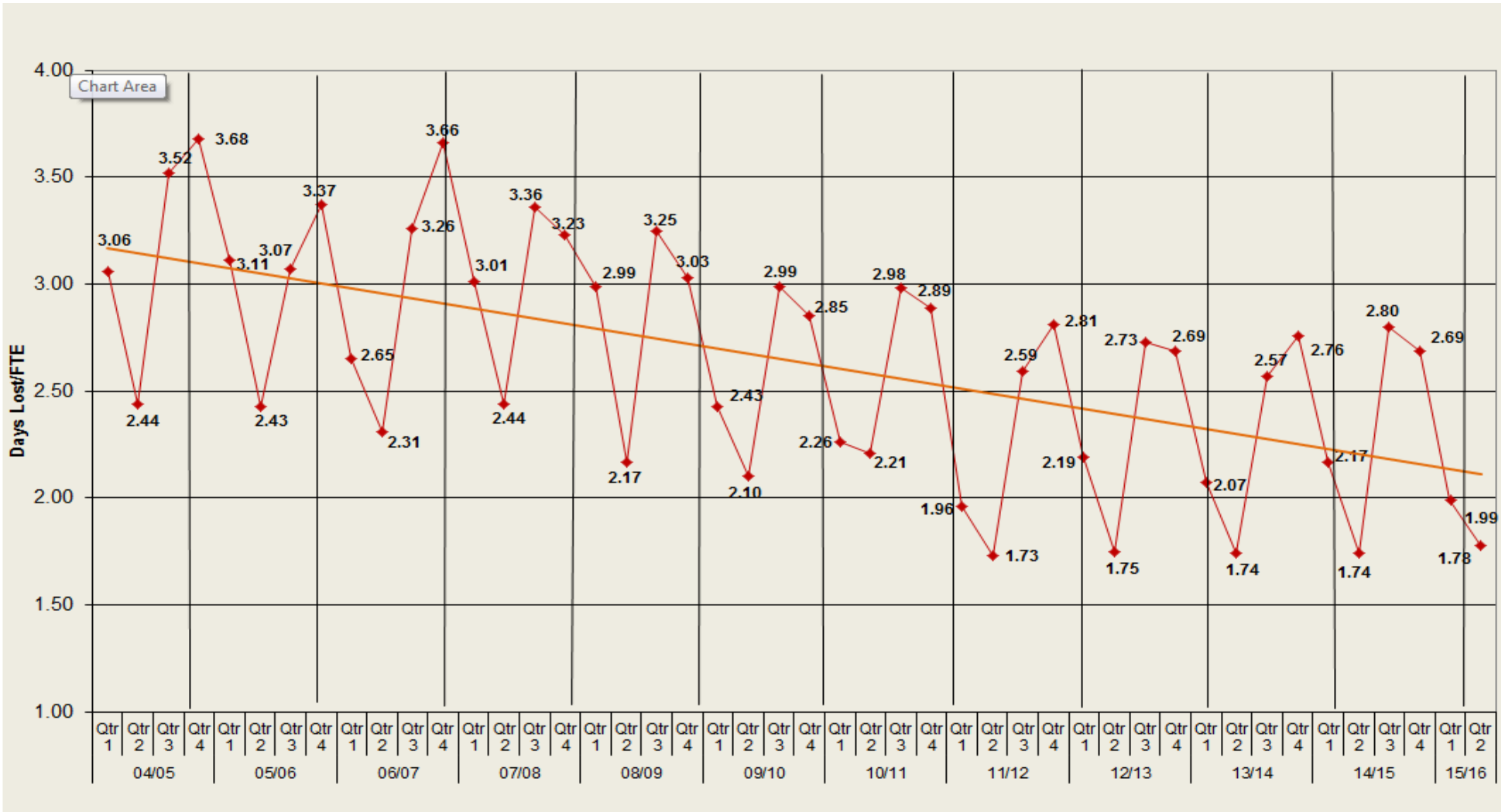
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Kerry Crook	Human Resources Advisor	Resources	13/11/2015	18/11/2015
Angie White	Occupational Health & Safety Manager	Resources	13/11/2015	18/11/2015
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Usha Patel	Governance Services Officer	Resources	13/11/2015	18/11/2015
Names of approvers: (officers and members)				
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Julie Newman	Children & Adult Legal Service Manager	Resources	13/11/2015	18/11/2015
Councillor Gannon	Cabinet Member	Coventry City Council	20/11/2015	23/11/2015
Chris West	Executive Director	Resources	13/11/2015	18/11/2015

This report is published on the Council's website:

www.coventry.gov.uk/meetings

Coventry City Council
Days Lost per FTE
2004 - 2015



Coventry City Council

April – September 2015	April – September 2014	Annual Target 2015/2016
3.77	3.91	8.5

This demonstrates a reduction of 0.14 days per FTE compared to 2014/2015.

Chief Executive's Directorate

April – September 2015	April – September 2014	Annual Target 2015/2016
0.43	1.17	5.0

This demonstrates a reduction of 0.74 days per FTE compared to 2014/2015.

Place Directorate

April – September 2015	April – September 2014	Annual Target 2015/2016
4.73	5.17	10.4

This demonstrates a reduction of 0.44 days per FTE compared to 2014/2015.

People Directorate

April – September 2015	April – September 2014	Annual Target 2015/2016
5.70	4.63	9.5

This demonstrates an increase of 1.07 days per FTE compared to 2014/2015.

Teachers in Schools

April – September 2015	April – September 2014	Annual Target 2015/2016
1.69	2.48	6.3

This demonstrates a reduction of 0.79 days per FTE compared to 2014/2015.

Support Staff in Schools

April – September 2015	April – September 2014	Annual Target 2015/2016
3.46	3.77	9.0

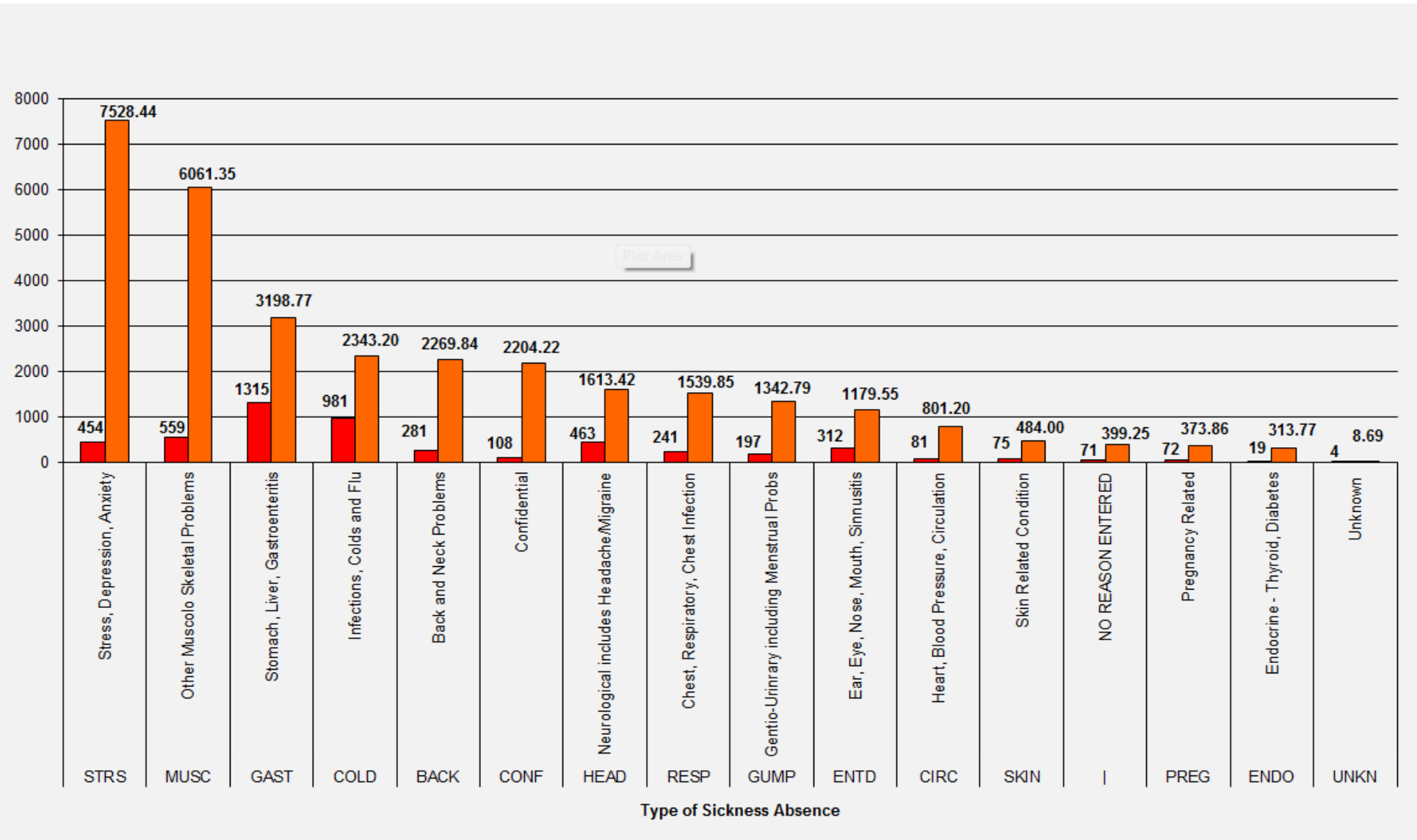
This demonstrates a reduction of 0.31 days per FTE compared to 2014/2015.

Resources Directorate

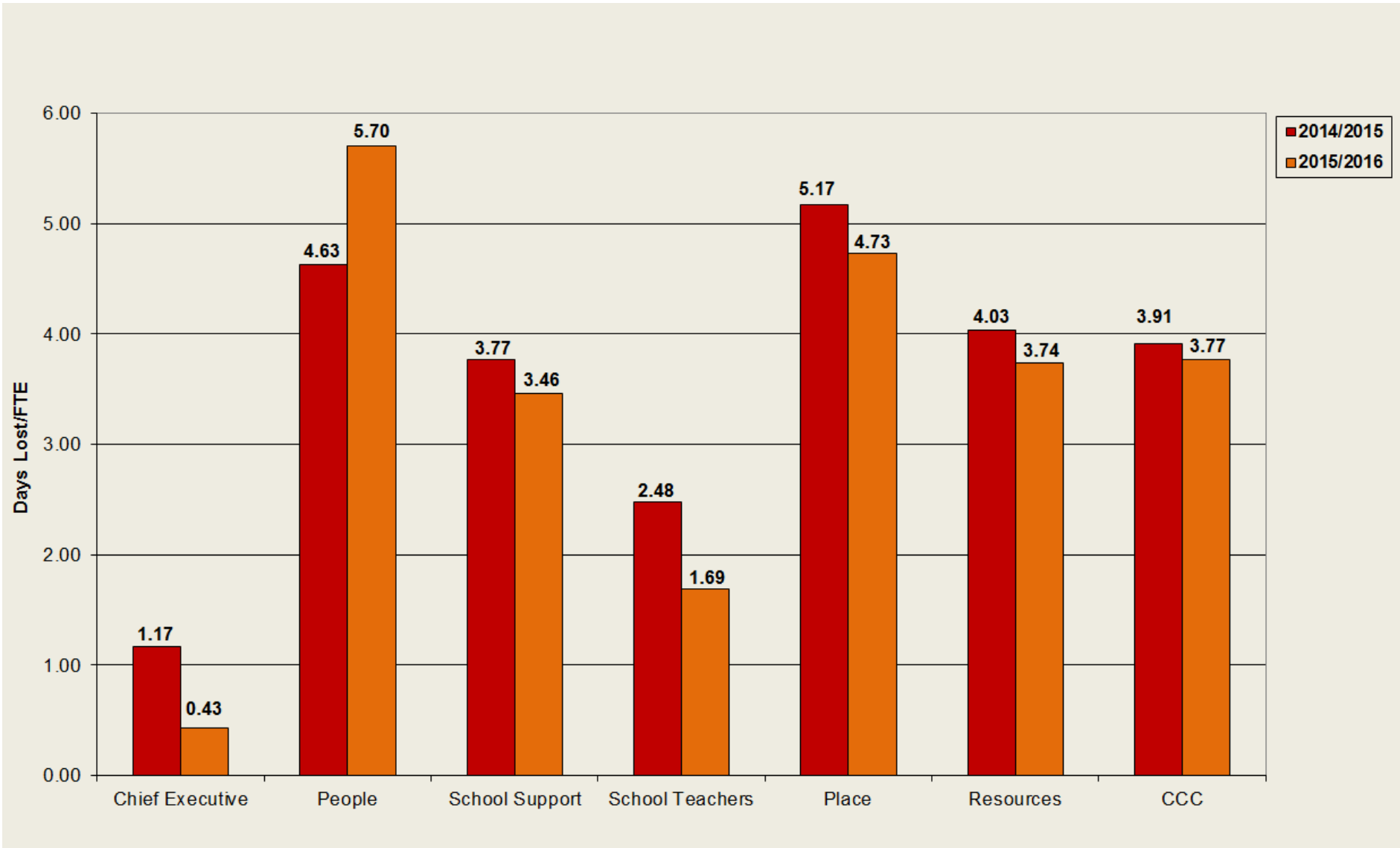
April – September 2015	April – September 2014	Annual Target 2015/2016
3.74	4.03	7.5

This demonstrates a decrease of 0.29 days per FTE compared to 2014/2015.

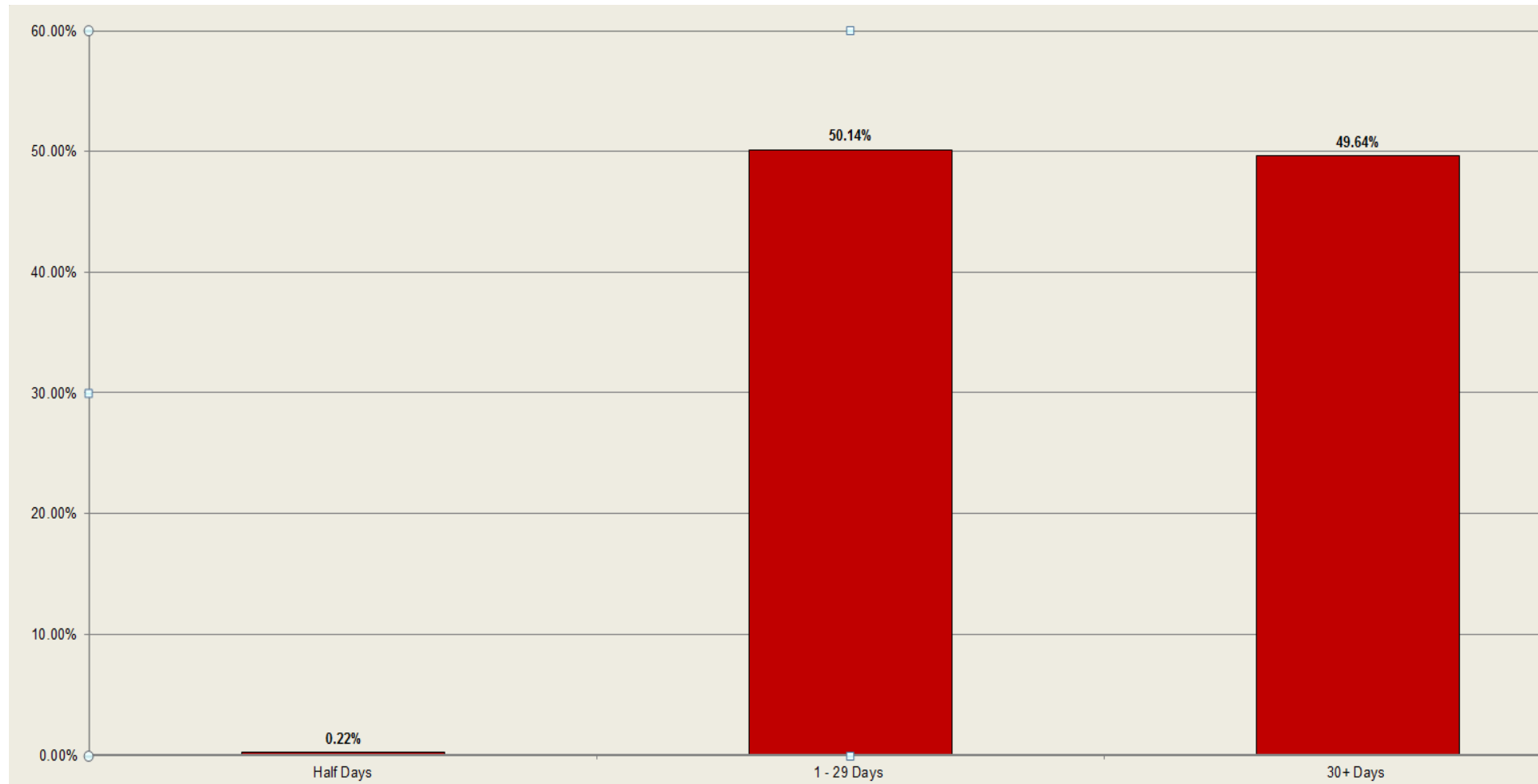
**Coventry City Council – Reasons for Absence
April – September 2015**



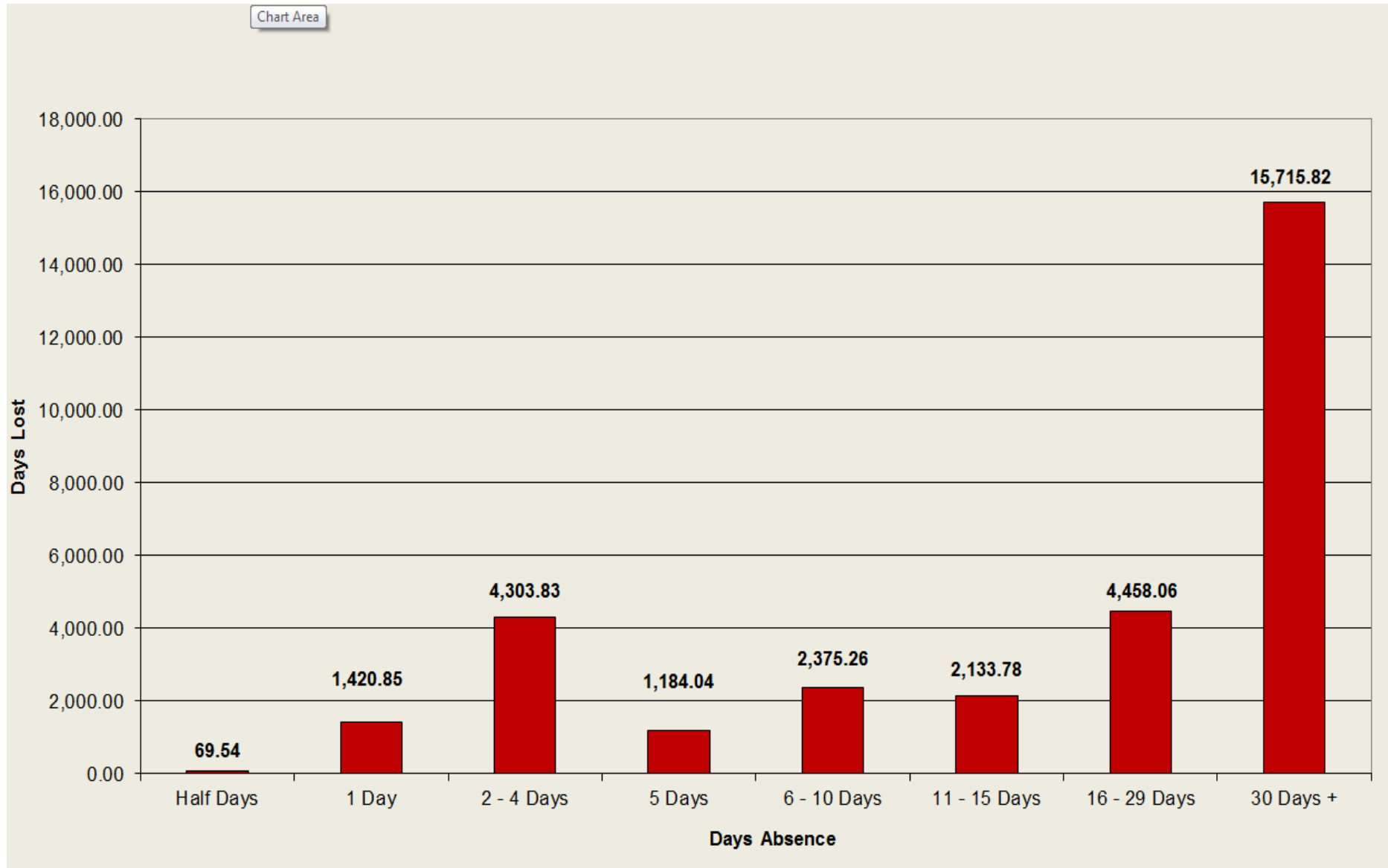
April – September 2014 vs. April – September 2015
Days Lost Per FTE



Coventry City Council
Sickness Absence – Percentage Breakdown
April – September 2015



Coventry City Council
April – September 2015
Spread of Absence by Length of Days



OCCUPATIONAL HEALTH
Promoting Health at Work Statistics
1st April 2015 – 31st March 2016

Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
Pre-Employment health assessments	205	206			411
<p>From the pre-employment assessments, 126 required additional advice and guidance to be given to the employing manager. 32% 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>					
Sickness absence health assessments and reviews	358	463			821
Work Related Ill Health Conditions reported/investigated	34	65			
Work Place assessments carried out	7	6			13
<p>From the 463 health assessments the following work related conditions were identified: 37 musculoskeletal; 3 mental health/depression; 25 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. 45% reports sent to HR/schools within 3 working days.</p>					
Vision screening and other surveillance procedures	80	128			208
<p><u>April to June 2010</u> From the 128 screenings which took place 37 required additional intervention to prevent a deterioration in health and maintain the employee in work.</p>					
Healthy Lifestyles screens and follow up appointments	129	110			139
<p><u>April to June 2010</u> From the initial healthy lifestyle screens, 25 were identified as having previously unidentified health problems, and required follow up appointments at the OHU and referrals to their GP.</p>					

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 Managing Health at Work process.

COUNSELLING SERVICE
Promoting Health at Work Statistics
2015/2016

Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
Referrals for counselling	98	91			189
Counselling sessions	624	646			1270
From the 69 cases closed, 20 were associated with work related stress. 100% of counselling appointments were offered to employees within 3 working days of being referred All emergency cases were seen on the day of referral					
Managing anger and aggression training	0	177			117
Carried out for the Peoples Directorate and Business Services Contact Centre					
Anxiety Management group attendance including CBT	0	5			5
Group sessions are an effective and expedient way for employees to address debilitating anxiety states, including panic attacks.					
Stress Risk Assessments (number of employees involved)	16	159			175
Service evaluation					
Number of employees completing questionnaire	42	45			87
Counselling helped avoid time off work (not on sick leave)	28	26			54
Counselling helped early return to work (on sick leave when counselling started)	8	6			14
Did not affect sickness absence	6	13			19

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 Managing Health at Work process.



Cabinet Member for Strategic Finance and Resources

7 December 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: Supporting Workforce Mental Wellbeing

Is this a key decision?

No

Executive Summary:

To enable the Cabinet Member for Strategic Finance and Resources to be aware of:

- The actions being taken in relation to sickness absence attributed to stress, depression and anxiety and promoting mental well-being across the City Council.

Recommendations:

Cabinet Member for Strategic Finance and Resources is asked to receive this report detailing the actions being taken in relation to sickness absence attributed to Stress, Depression and Anxiety and endorse the actions taken to monitor, manage and promote mental well-being.

List of Appendices included:

Appendix 1 Summary of Occupational Health & Counselling Service Mental Well-being Services

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: Supporting Workforce Mental Wellbeing

1. Context (or background)

The Council recognises that it has a duty of care to look after the mental well-being of its staff whilst they are at work and to ensure, as far as is reasonably practicable, that workplaces and working environments are safe. The Council, for some time, has been promoting a comprehensive approach to addressing sickness absence attributed to stress, depression and anxiety that impact upon an individual's mental well-being through prevention, management and support, whether these issues have arisen in the workplace or due to personal circumstances. The Council has in place a variety of different measures/mechanisms to advise managers how to support employees who are reporting sickness absence or health concerns that are attributed to stress, depression and anxiety. Similarly, the Council also provides advice and guidance to managers to support an individual diagnosed with a major mental health condition.

1.2 What is Mental Health?

Mental health covers a broad range of conditions and is not static. For example, common mental health problems are depression and anxiety, however, more major mental health problems can be bipolar and schizophrenia.

Mental health problems such as anxiety, depression or unmanageable stress, affects one in six British workers each year with one in four of the overall population of the UK experiencing poor mental health.

1.3 Addressing Mental Health

Feelings of stress or mental health problems can be as result of a combination of factors, for example, events such as bereavement, relationship breakdown, family or work related issues. Therefore, when employees report sickness absence due to stress, depression and anxiety there can be variety of causes for the absence, including personal factors outside of the work place.

For example, the primary reason for employees accessing the Council's Counselling service in 2014-2015 was due to Family/Personal Relationships (223 employees), the second reason was Stress – Work & Personal (198 employees).

The amount of time lost through stress, depression, and anxiety remains the highest cause of time lost for the authority. Therefore, the Council's focus is to ensure the wider subject of mental well-being continues to be actively championed and addressed across the organisation. The Council is seeking to create an environment where mental health conversations take place, managers feel confident, and employees feel able to discuss and address mental well-being issues.

With this in mind, the Council's Human Resources and Occupational Health, Safety and Wellbeing team have been working on a programme of activities to complement the existing measures, with the primary aim of early interventions from managers to promote the wider and broader topic of positive mental well-being in the workplace. Mental well-

being protects against various physical and mental health problems. It can help prevent ill-health and support recovery for the employee.

2. Options considered and recommended proposal

2.1 Existing Measures/ Interventions:

2.1.1 Promoting Health at Work Process – Through the application of the Council's Promoting Health at Work Procedure, all sickness absence, including absence attributed to stress, depression and anxiety are addressed and appropriate support is provided to employees to help them to return to work or remain at work.

- The Council's Promoting Health at Work Procedure is designed to be supportive to employees and enables managers to identify ways in which the Council can help employees deal with sickness issues.
- Promoting Health at Work meetings are intended to provide structured on-going support to employees to identify ways in which the employee can reduce their level of absence without detriment to their long-term health. To ensure employees are treated as individuals as part of the process, there is flexibility within the Promoting Health at Work process to enable the Designated Manager for example to take into account an individual's reasons for absence, their absence history, advice from Occupational Health and an individual's GP and/or Consultant, their role, medication, effects of the illness, and any further planned treatment when determining how the individual's case should be dealt with.

2.1.2 Application Training – Training is provided to managers to support them with both practical and procedural issues regarding attendance management. As part of this training, managers are provided with advice and guidance on addressing and supporting employees who are either absent due to sickness absence attributed to stress, depression and anxiety, or presenting health concerns, again attributed to stress, depression or anxiety.

2.1.3 Mental Wellbeing Policy – The policy sets out the Council's commitment, the responsibilities of line managers, trade union colleagues and the individual's responsibilities regarding mental wellbeing.

2.1.4 Managers Guidance – A range of documents and sources of support and guidance are available for managers to access, via the Council intranet, to refer to when they are supporting an employee who may have absence due to sickness attributed to stress, depression and anxiety, or who require support regarding their general mental well-being. The guidance information and sources of advice available to managers include the following:

- **Mental Well-being Managers Guidelines** – Provides information regarding managing mental health and stress to promote good management practice, including the roles and responsibilities of line managers in supporting employee mental wellbeing in the workplace and more importantly the actions the line manager/supervisor needs to take.

- **Managers Checklist for dealing with Stress** – Provides a short overview of how to manage stress in the workplace and the steps to take when addressing absence attributed to stress, depression and anxiety.
- **Mental Health Leaflet** – Provides advice and information to employees on managing stress.
- **Mental Wellbeing Leaflets** – Providing advice and information on managing key issues such as bereavement, insomnia, eating disorders and addiction
- **Managing Absence your guide** – There is a specific section for managers on '*how to offer support where there are mental health & well-being issues*', including 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.
- **HR Advice** – Managers are able to contact the HR Advice Line or speak to a dedicated HR Advisor for their service from the HR Health & Wellbeing team for advice and support.
- **Medical and Psychological Advice** – Managers, supported by HR, can obtain medical advice to aid them when addressing sickness through the Council's Occupational Health and Wellbeing Service.
- **Emotional Support** – Managers are able to refer employees to see one of the Council's Counsellors for confidential counselling, if appropriate.

2.1.5 Occupational Health, Safety & Well-being Service – The service supports both the employer and employee in managing workplace health and well-being effectively, including issues of stress, depression and anxiety, from pre-employment to assessment and monitoring of employee health. In addition, there is provision for employees to access confidential Counselling. Appendix one provides a summary of the wide range of mental well-being interventions the service offers to managers and employees, including specific resilience based training/awareness sessions, when addressing absence or health issues attributed to stress, depression and anxiety.

2.1.6 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 ten employees.

2.1.7 Relaxation and Anxiety Management - Continuation of free guided Relaxation for Panic Attacks and Anxiety Management using Cognitive Behavioural Therapy (CBT).

2.1.8 Performance Clinics – 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.

The purpose of the 'performance clinics' is to provide an opportunity for management with the relevant Head of Service / Assistant Director, to review sickness absence and performance cases within a given area. This mechanism provides further opportunities to review the reasons for sickness absence, for each case and to ensure the appropriate support or referrals are put in place to ensure any employee is either supported back or maintained at work.

This enables the advice, support and resources to be tailored and has proved to be very useful in making a positive impact in the working environments and on attendance levels.

2.1.9 Be Healthy Be Well Newsletter – As part of this very popular newsletter, there is a specific section called 'Be Calm'. In this section, the Occupational Health & Counselling, Service provides topical advice and information regarding mental health and well-being for all employees.

2.1.10 Emotional Support Focus Groups – Specific emotional support focus groups have been provided to employees working in the MASH Team to better support Social Workers. The focus groups are to be rolled out to other social work teams.

2.1.11 Reasonable Adjustments – Are considered for an employee with a stress related or clinical diagnosis. Examples of such adjustments can be training, temporary reduction in workload, temporary reduction in contact with the public, reducing working hours on a temporary basis, regular informal meetings with the employee to maintain communication, mediation for dealing with issues regarding supervisors or problems with colleagues.

2.1.12 Workplace Place Wellbeing Audits – These are carried out based on sickness absence information for key health issues, including stress. An Audit report and a solution focused action plan is provided to all areas that undergo an audit. A review is carried out within two years as part of occupational health and safety monitoring.

2.2 New Mental Well-being Programme

2.2.1 Mandatory Well-being Audits – Starting on the 1 November 2015 a programme of audits are being carried out across the Council to make sure all employees are receiving the mental health support they need. The programme will be based on sickness absence statistics from key areas such as stress, gastric problems and muscular-skeletal conditions. The audits are designed to help managers understand stress factors and levels within different areas of the Council and will provide vital information that can help reduce stress and improve absenteeism. The Health and Safety Strategy Group and the Joint Health and Safety forum will monitor the audit programme and outcomes.

2.2.2 Mental Health Awareness Sessions – Delivered through partnership working between the Counselling Service and MIND awareness sessions were delivered on the 11 February 2015 and 4 November 2015 and these sessions were advertised for managers and supervisors to attend. The sessions focused upon promoting understanding of mental health issues and how positive mental well-being can be promoted in the workplace. The sessions also explained and reinforced the support available within the organisation, to better equip managers in proactive interventions.

2.2.3 Cancer Resource for Managers – This is a resource on the Intranet primarily aimed at managers but is also valuable information for all employees. It is linked

with the Macmillan Web Site and the resources and support within the organisation and includes such information as access to support, managing a diagnosis, carer support and available benefits.

- 2.2.4 Cancer Resources for Managers Awareness Sessions** – These are short sessions for HR and managers carried out by the Occupational Health, Safety and Wellbeing team to raise awareness around the available resources and answer any questions.
- 2.2.5 Emotional Resilience E-Learning** – Aimed at all employees, to help promote positive mental well-being, building life skills and resilience, which translates into both work and home activities.
- 2.2.6 Alerts** – The activation of a ‘pop up’ message alerting managers to the advice that is available when any periods of absence attributed to stress, depression and anxiety sickness are reported via Resource link.
- 2.2.7 Mental Health & Well-being Toolkit** - The focus is to provide key information in a user friendly, structured and efficient manner and in addition, hopefully develop manager’s confidence and knowledge in managing stress in the workplace, to assist employees accordingly when mental health issues arise.
- 2.2.8 Well-being at Work E- Learning Training** – This training is delivered in three modules: **My Well-being** – to enable everyone to gain a fuller understanding around their mental well-being; **Your Well-being**; focused at managers and promoting positive mental well-being in the workplace; **My Organisation and Well-being** – giving an organisational overview.
- 2.2.9 Poster Campaign** – Working with the Communications team a poster campaign is being developed to increase awareness and understanding within the workplace, and to create a culture where employees feel able to have mental health conversations and feel comfortable to seek support.

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 amount of time lost through stress, depression, and anxiety remains the highest cause of time lost for the authority. Therefore, the mental well-being programme and the Council's Promoting Health at Work strategy will require further on-going development to examine more intensively issues such as working conditions, underlying causes for stress, depression and anxiety and feedback and learning from managers and employees on new mental well-being initiatives, to ensure the measures put in place support and address absence attributed to stress, depression and anxiety are effective.

6.3 What is the impact on the organisation?

Human Resources

The HR Health and Well-being team and the Occupational, Health, Safety and Wellbeing team, support absence management across the whole City Council. The teams support managers to deal with all types of sickness, including absence attributed to stress, depression and anxiety, promptly and consistently within all Directorates.

Information and Communication Technology

Improvements will continue to be made to the reporting process through Resource link to improve management action when addressing absence attributed to stress, depression and anxiety.

Trade Union Consultation

Consultation with the trade unions is on-going through the quarterly Promoting Health at Work meetings regarding the management of sickness absence attributed to stress, depression and anxiety and the mental well-being programme of activities.

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):

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Directorate:

Resources

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Louise Hughes	Senior Accountant	Resources	13/11/2015	18/11/2015
Usha Patel	Governance Services Officer	Resources		18/11/2015
Names of approvers: (officers and members)				
Shokat Lal	Assistant Director	Resources	13/11/2015	18/11/2015
Julie Newman	Children & Adult Legal Service Manager	Resources	13/11/2015	18/11/2015
Councillor Gannon	Cabinet Member	Coventry City Council	20/11/2015	23/11/2015
Chris West	Executive Director	Resources	13/11/2015	18/11/2015

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Summary of Occupational Health & Counselling Service Mental Well-being Services

Summary of Counselling Services

- Mental Well-being Policy and Guidelines
- Manager Stress Risk Assessment templates and support
- Clinical evaluation tools for depression and anxiety
- One to one counselling: face to face,
- Telephone and e-mail counselling
- Guided relaxation for panic attacks and other distressing symptoms
- CBT groups for depression and anxiety
- On-line CBT for depression and anxiety
- Carer Group Support
- Bereavement counselling
- Well-being Days
- Team Building
- Mediation
- De-briefing
- Addiction Management Programme
- Support for employees with Obsessive Compulsive Disorder
- A Mental Well-being clinic for Whitley Depot for direct support with mental health issues.
- Emotional Support Group for Social Workers

Training:

- Stress Risk Assessment for Managers
- Counselling Skills for Successful Management
- The Human Element in Conflict and Aggression
- Creating Self Esteem
- Developing a Team - A psychological approach to overcoming problems within teams
- Dealing with Dysfunctional Relationships at Work
- Professional Boundaries
- Transactional Analysis for Professional Development
- Alcohol Awareness
- The Psychology of Addiction
- Anger Awareness
- Beating Stress for Employees
- Emotional Resilience Training
- Bounce Back – e learning

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Public report Cabinet Member Report

7th December 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources, Councillor Gannon

Director Approving Submission of the report:

Executive Director, Resources

Ward(s) affected:

All

Title:

Update on Hospitality Budget of the Lord Mayoralty of Councillor Michael Hammon, 2015-2016

Is this a key decision?

No. Although the issue concerns all Wards in the City, the impact is not expected to be significant and is therefore not considered to be a key decision.

Executive Summary:

This is an interim report on the Hospitality budget for the Mayoral Year of Councillor Michael Hammon. It updates the Cabinet Member on how the budget has been spent up to 30th September 2015 and estimated expenditure until the end of the Mayoral year.

Recommendations:

The Cabinet Member is recommended to consider the contents of the report which describes how the hospitality budget has been spent on an event-by-event basis and to make any appropriate recommendations for the future.

List of Appendices included:

Appendix 1 sets out actual expenditure for events from 21st May to 30th September 2015.
Appendix 2 sets out estimated expenditure from 1st November until the end of the Mayoral Year on 18th May 2016.

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:**Interim Hospitality Statement for the Mayoralty of Councillor Michael Hammon 2015-2016****1. Context (or background)**

1.1 The total annual Hospitality budget for the Mayoral Year is £65,596.

2. Options considered and recommended proposal

2.1 The Cabinet Member is recommended to note the contents of the report which describes how the hospitality budget has been spent up to 30th September 2015.

2.2 The amount of £23,254.22 was spent at the end of September 2015, just over 4 months into the Mayoral Year. Appendix 1 sets out a detailed breakdown of how this sum has been spent on an event-by-event basis. This means that 35% of the original Hospitality budget has been spent at this stage.

2.3 Appendix 2 sets out estimated expenditure for the remainder period of the Mayoral Year – 1st October 2015 to 18th May 2016.

2.4 Any remaining unspent balances at year end will be returned to corporate reserves.

3. Results of consultation undertaken

3.1 The Lord Mayor's hospitality budget is monitored on an event-by-event basis by the Principal Private Secretary to the Lord Mayoralty and a full report on the year's programme of events and spend against the hospitality budget is published at the end of each mayoral year.

3.2 The Lord Mayor's Charity Appeal is also monitored on a regular basis. The balance as at 30th September 2015 stood at £1,585.

4. Timetable for implementing this decision

4.1 Whilst some events in Appendix 2 have already taken place, no actual costs are yet available to report. Preparations are already in hand for the other events outlined.

5. Comments from Executive Director, Resources**5.1 Financial implications**

The hospitality report is presented to the Cabinet Member and is expected to stay within the approved budget. Any underspend at year end will be returned to corporate reserves.

5.2 Legal implications

There are no legal implications arising from this report.

6. Other implications

None

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Lord Mayor's Hospitality Budget is spent to reflect the Lord Mayor's Mission Statement as outlined in the Council's Constitution which aligns itself to the Council's core aims and objectives.

6.2 How is risk being managed?

No significant risks are associated with the budget management. Health and Safety issues are considered for all events with the more significant events eg Annual Meeting of the Council, Armed Forces Day, Remembrance Sunday Service and Parade being monitored by the Council's Safety Events Group.

6.3 What is the impact on the organisation?

No impact, the events are managed by the Lord Mayor's office.

6.4 Equalities / EIA

An Equality Impact Assessment for the Lord Mayor's Office was last undertaken in February 2012 to ensure the Mayoralty promotes equality across the city and the recommendations in this report 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):

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Directorate:

Resources

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Democratic: Adrian West	Members Services and Elections Manager	Resources	18.11.15	19.11.15
Finance: Melanie Thornton	Accountant	Resources	18.11.15	19.11.15
HR: Neelesh Sutaria	HR Business Partner	Resources	19.11.15	20.11.15
Usha Patel	Governance Services Officer	Resources	19.11.15	20.11.15
Members: Councillor Damian Gannon	Cabinet Member		20.11.15	23.11.15

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ACTUAL Costs of Functions from 21st May to 31st October 2015

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
21.05.15	Contribution towards the Annual Meeting of the City Council	450	£3,000.00
21.05.15	Refreshments for visitors from Canada	8	£12.00
22.05.15	Commencement of Mayoral Year Dinner	92	£3,941.74
12.06.15	Lunch for the Meeting of the West Midlands Deputy Lieutenancy	20	£158.90
27.05.15	Civic Visit of Australian High Commissioner - Bicentenary of Sir Henry Parkes	92	£2,992.22
01.06.15	Welcome Dinner for Delegation from Jinan	23	£998.18
03.06.15	Contribution towards the Allotments Prizegiving and AGM	-	£191.06
18.06.15	Visit of King Henry VIII School Rugby Team	31	£48.00
18.06.15	Tickets for Army Benevolent Fund 'Beating the Retreat'	2	£50.00
19.06.15	Civic Visit to Kiel (flights)	3	£484.54
23.06.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£27.60
28.06.15	Army Benevolent Fund Summer Reception Tickets	2	£50.00
29.06.15	Armed Forces Day	83	£1,121.80
30.06.15	Refreshments at Film Premiere of Alfie's World	60	£84.30
08.07.15	Afternoon Tea with Visitors to the Lord Mayor's Parlour	5	£18.75
14.07.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£35.35
31.07.15	*Contribution towards the dinner to recognise the Queens Award for Enterprise awarded to Jaguar Land Rover	85	£1,837.07
06.08.15	Reception for International Speedway Riders	52	£114.00
06.08.15	Costs associated with the 70th Anniversary of Hiroshima Day	-	£125.38
15.08.15	70th Anniversary of VJ Day	70	£1,219.16
03.09.15	International Children's Games Presentation evening	70	£229.40
04.09.15	Queens Award for Voluntary Service to Coventry Samaritans	96	£1,620.44
07.09.15	Civic Reception for International Tag Rugby Players	90	£1,689.58
08.09.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£30.50
12.09.15	Ticket for Fusiliers Central Branch Dinner	1	£25.00
16.09.15	Tickets for Mayor of Whitnash Town Council Afternoon Tea	2	£25.00

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
21.09.15	Lunch with Chinese Visitors of Cov Press Holidays Limited	23	£323.15
24.09.15	Costs associated with Macmillan Coffee Morning	-	£64.35
25.09.15	*Contribution towards costs of Honorary Freemanship Ceremony for Mr Ratan Tata and Professor Lord Bhattacharyya	-	£2,445.32
	General Refreshments and beverages		£291.43
	TOTAL		£23,254.22

*These events are only part-funded by the Lord Mayor's Hospitality Budget. The remaining costs were funded by the Policy Contingency.

ESTIMATED Costs of Functions from 1st October 2015 to 18th May 2016

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Estimated Cost</u>
02.10.15	Lunch with ex-service D-Day Veterans	6	£20.00
05.10.15	High Sheriff's Civic Service	400	£ 1,630.00
05.10.15	Afternoon Tea with Coventry Association for International Friendship's visitors from USA	5	£25.00
09.10.15	Refreshments for Coventry Association for International Friendship's visitors from Merschede, Germany	31	£100.00
12.10.15	Refreshments for Good Citizen recipient prior to Full Council	6	£25.00
14.10.15	Broadgate Bomb Memorial Dedication and Tea	57	£2,100.00
20.10.15	Afternoon Team for Former Lord Mayor and ladies group	11	£75.00
21.10.15	Lunch with Chinese Visitors of Cov Press Holding Limited	23	£350.00
23.10.15	Breakfast with Ex-service veterans prior to Launch of Poppy Appeal	7	£50.00
28.10.15	Costs associated with Annual Peace Lecture 2015	130	£226.46
05.11.15	Lunch for Medical practitioners	7	£150.00
07.11.15	Sponsorship (Flowers) of Warwickshire Law Society Presidential Dinner	-	£300.00
07.11.15	Mayor of Leamington Spa Charity Concert	2	£24.00
08.11.15	Remembrance Sunday Service, Parade & Lunch	150	£3,700.00
12 th -16 th Nov 15	*Costs associated with international twin cities visiting for 75th Anniversary of the Coventry Blitz commemorations	-	£3,000.00
19.11.15	Welcome Lunch for Rotary International Presidents Conference	34	£600.00
27.11.15	Refreshments at Lord Mayor's Charity Christmas Gift Fair	-	£500.00
01.12.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£25.00
05.12.15	Chairman of Warwick District Council Christmas Concert	2	£20.00
09.12.15	Coventry & Warwickshire Magistrates Festive Evening		£300.00
17.12.15	Civic Heads and Former Lord Mayor's Civic Dinner		£3,850.00
24.12.15	Lord Mayor's Civic Service		£250.00
12.01.16	Refreshments for Good Citizen Recipient prior to Full Council	6	£25.00

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Estimated Cost</u>
22.01.16	Coventry Ambassador Volunteers Celebration and Review Evening	70	£1,500.00
23.02.16	Refreshments for Good Citizen Recipient prior to Full Council	5	£25.00
15.03.16	Refreshments for Good Citizen Recipient prior to Full Council	6	£25.00
08.05.16	Lunch following Freeman's Sunday Service	50	£700.00
T.B.C.	Lord Mayor's Cadet Presentation Evening	15	£250.00
T.B.C.	End of Mayoral Year Celebration inc Charity Cheque Presentation	150	£2,500.00
	SUB-TOTAL		£22,345.46
	Actual Costs reported in Appendix 1		£23,254.22
	Unallocated budget to date		£19,996.32
	TOTAL		£65,596.00

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Public report Cabinet Member Report

Cabinet Member for Strategic Finance and Resources

7 December 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

Is this a key decision?

No

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

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Other members	Not applicable			
Names of approvers: (officers and members)				
Finance: Name	Not applicable			
Legal: Name	Not applicable			

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	Subject	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
1	<p>Customer Journey Programme & Customer Services Performance</p> <p>Formal report outlining progress of the programme</p> <p>CM for SF&R 13.07.2015 (Minute 8(i))</p>	18 January 2016	<p>Executive Director of Resources</p> <p>Lisa Commane</p>		
2	<p>Establishment of “Agency Pool” of Social Workers</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&R 13.07.2015 (Minute 3(5))</p>		<p>Executive Director of Resources</p> <p>Shokat Lal</p>		Officers to brief Cabinet Member separately
3*	<p>3 month April – June 2015 Cumulative Sickness Absence 2015 – 2016</p> <p>A further report detailing action taken in relation to sickness absence attributed to Stress, Depression and Anxiety</p> <p>CM for SF&R 12.10.2015 (Minute 13)</p>	7 December, 2015	<p>Executive Director of Resources</p> <p>Jaz Bilen</p>		

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