



Cabinet Member for Strategic Finance and Resources

Time and Date

2.00 pm on Monday, 7th March, 2016

Place

Committee Room 2 - Council House

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 4)
 - (a) To agree the minutes of the meeting held on 18 January 2016.
 - (b) Matters arising
4. **9 month (April-December 2015) Cumulative Sickness Absence 2015-2016**
(Pages 5 - 24)

Report of the Executive Director of Resources
5. **Agency Workers and Interim Managers - Performance Management Report Q3 (1 October to 31 December 2015)** (Pages 25 - 38)

Report of the Executive Director of Resources
6. **Outstanding Issues Report** (Pages 39 - 42)

Report of the Executive Director of Resources
7. **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, 26 February 2016

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

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Email: usha.patel@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources
held at 2.00 pm on Monday, 18 January 2016

Present:

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

Employees:

Resources: A Bellingeri, L Commane, U Patel, C Storey

Public Business

27. Declarations of Interest

There were no declarations of interest.

28. Minutes of Previous Meeting

The minutes of the Cabinet Member for Strategic Finance and Resources meeting held on 7 December 2015 were signed as a true record. There were no matters arising.

29. Update on Customer Journey Programme and Customer Services performance

The Cabinet Member considered a report of the Executive Director of Resources which provided a comprehensive update on the progress of the Customer Journey Programme and Customer Services performance.

The report stated that the objective of consolidating customer reception/face to face services and telephony within the Customer Service Centre in Broadgate House had been achieved. The Customer Service Centre was opened to staff in September 2015 and to the public on 18 November 2015. This was a key milestone and marked a completely new way of delivering Council services. Located in the heart of the city, the centres brings together telephone and face to face service delivery for the first time along with a meet and greet team to help customers with their enquiries and supporting use of our new online services and self-service kiosks.

Services available to customers include housing benefits, council tax, housing and homelessness, payments, planning and building control, school admissions, free school meals, bus passes and blue badges. Other services would be phased in over the coming months.

The report stated that some of the biggest challenges continue to be balancing the resources available to deliver Council services, with the demand for those services. It is hoped that through the Customer Journey Programme telephone calls received can be reduced and in turn, wait times and abandonment rates also reduced. In terms of telephony, it was reported that an average of 45,000 calls a

month were received with the main volume areas being missed bins, council tax and housing benefits.

Work was currently underway to understand why people contact the Council in the first instance in an effort to reduce the sheer number of calls.

Over the last 12 months, discussions had also taken place with other service areas to determine how they could benefit from the programme and potentially make savings in terms of time and resources as a result.

The report had been considered by the Finance and Corporate Services Scrutiny Board (1) on 6 January 2016 (their Minute 30/15 refers). The Board recommended that information on the location of the new Customer Service Centre at Broadgate be included with the Council Tax Bill sent to every household.

The Cabinet Member requested that key performance indicators be developed to allow progress to be bench marked and monitored. It was noted that data was already being collected with a view to presenting it in a constructive way.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Considered comments raised by SB1 and endorses the progress made.**
- 2. Agrees that in future, an informal update on the Customer Journey Programme and Customer Services performance would be acceptable.**

30. Outstanding Issues Report

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

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

There were no urgent items of business.

(Meeting closed at 2.25 pm)



Cabinet Member for Strategic Finance and Resources

7 March 2016

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:

9 month (April – December 2015) Cumulative Sickness Absence 2015 - 2016

Is this a key decision?

No

Executive Summary:

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

- Levels of sickness absence for the 9 month period of April - December 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 9 month period of April – December 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 – December 2015 vs April – December 2014)
- Appendix 3 Coventry City Council Reasons for Absence (April – December 2015)
- Appendix 4 Days Lost per FTE, by Directorate (April – December 2014/2015 vs. 2015/2016)
- Appendix 5 Coventry City Council Percentage Breakdown of Absence (April – December 2015)
- Appendix 6 Coventry City Council Spread of Sickness Absence, by Length of Days (April – December 2015)
- Appendix 7 & 8 Summary of Occupational Health & Counselling Services Activities Undertaken (April – December 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: 9 Month (April – December 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 3	6.71	7.30	4.74
2015/16 – Quarter 3	6.10	6.95	3.20

Annual FTE Average Days Lost	All Employees	All Employees (except Teachers)	Teachers
2015/2016 Projected	8.62	9.69	4.83
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 – December 2015 is Stomach, Liver and Gastroenteritis accounting for **2,119** occasions. The amount of time lost through Stomach, Liver and Gastroenteritis was **5,354.06** days.
- The amount of time lost through Stress, Depression, and Anxiety was **11,921.97** 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 **10,300.09** days (**834** occasions) and Stomach, Liver and Gastroenteritis **5,354.06** days (**2,119** occasions).

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

- Quarter 3 (ending December 2009) out turn was **7.52** (average sick days lost per full time equivalent employee).
- Quarter 3 (ending December 2010) out turn was **7.45** days (average sick days lost per full time equivalent employee).
- Quarter 3 (ending December 2011) out turn was **6.28** days (average sick days lost per full time equivalent employee).
- Quarter 3 (ending December 2012) out turn was **6.84** days (average sick days lost per full time equivalent employee).
- Quarter 3 (ending December 2013) out turn was **6.38** days (average sick days lost per full time equivalent employee).
- Quarter 3 (ending December 2014) out turn was **6.71** days (average sick days lost per full time equivalent employee).
- Quarter 3 (ending September 2015) out turn was **6.10** days (average sick days lost per full time equivalent employee).

1.4.3 When comparing Quarter 3 (2015/16) out turn with last years in the same period (2014/15), it reveals that:-

- Reduction of the occurrences of absence by **2,056** based on comparison with the same period last year.
- Reduction of total days lost per FTE by **9,021.03** days based on comparison with the same period last year.
- Reduction of **63,493.38** working hours' lost based on comparison with the same period last year out-turn.
- Reduction of **£776,953.43** in respect of cost of absence based on comparison with the same period last year.
- Stress has decreased by **771.50** days and by 84 occasions, based on comparison with the same period last year.
- Muscolo-Skeletal has reduced by **1,257.85** days and by 93 occasions, based on comparison with the same period last year.
- There has been a decrease of 1,779.51 days lost due to Infection, Colds and Flu, and 656 occasions based on comparison with the same period last year.
- Chest, Respiratory, Chest Infection has reduced by **673.03** days and by 98 occasions, based on comparison with the same period last year.

- Stomach, Liver, Gastroenteritis has reduced by **1,549.32** days and by 523 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 – December 2015 there have been a total of **22** dismissals in accordance with the Promoting Health at Work Corporate Procedure. **11** dismissals have been due to ill health retirement and **11** dismissals have been where the City Council cannot continue to sustain the level of sickness absence.

1.7 Audit Findings

1.7.1 When the 12 month (April 2014 – March 2015) Cumulative Sickness Absence 2014-2015 report was considered at the Cabinet Member for Strategic Finance and Resource meeting in July 2015, the Cabinet member requested that an audit be undertaken to ensure that sickness absence procedures were being followed across the Council (excluding schools).

1.7.2 The audit was completed in December 2015 and key findings are as follows:

- In 93% of absences, there was evidence that a return to work meeting took place or that the employee had left the Council before the meeting could take place.
- In 95% of absences which resulted in a promoting at work trigger being hit, there was evidence that a promoting health at work meeting had taken place, been arranged or established that the employee had left the Council before the meeting could take place.
- In absences that required a fit note to be provided, the audit found notes in 91% of cases.

2. Options considered and recommended proposal

2.1 Activities during Quarter 3 from the HR Health & Wellbeing Team

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

- 2.1.2 Directorate Management Teams review summary absence reports on a monthly basis to monitor progress and determine actions needed to address any hotspots.
- 2.1.3 The Health & Well Being Team undertake proactive strategies to support the authority to reduce levels of sickness absence. They include:
- Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about an employees continued employment.
 - A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.
 - Training is provided to managers to support dealing with both practical and procedural issues. An on-going programme of training is taking place across the Council as a whole. This includes receiving the absence phone call, conducting effective Return to Work Interviews, supporting Disabled Employees and understanding the rationale for making Reasonable Adjustments in the work place to facilitate an employee's return to work.
 - Training has allowed Managers the opportunity to refresh their knowledge and understanding of the Promoting Health at Work process.
 - The implementation of an intranet based absence toolkit '*Managing Absence - Your Guide*' along with a desk top icon for easy access. The purpose of the toolkit is to enable managers to deal with the routine "day to day" sickness absence management tasks. The toolkit contains a number of simple and easy to use guides. The toolkit also provides detailed FAQs, 'how to guides' and some straightforward 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.
- 2.1.4 A number of service areas across the Council hold regular 'performance summits / clinics' on a monthly, quarterly or as needed basis. These incorporate both the management of sickness cases as well as areas of performance concerns, which in some cases have a direct link.
- 2.1.5 These serve as a useful mechanism to safeguard the general well-being of the organisation ensuring performance and attendance are well-managed for all parties. This guarantees absence levels remain a high priority with the aim to reduce these levels for the Council and to enable services to be cost-effectively delivered to the public.
- 2.1.6 The purpose of 'performance clinics', are to provide an opportunity for Management with the relevant Head of Service / Assistant Director, to review sickness and performance cases within a given area. This is to ensure cases are being addressed in a timely manner and are being robustly, consistently, fairly and appropriately managed through the application of the Promoting Health at Work process and other relevant processes.

- 2.1.7 The clinics provide an opportunity for Managers to share good practice and experience in managing absence levels, as well as to gain further advice, support and updates on changes to procedure and support the Council can provide to its employees and Managers, from their Lead HR Representative, HR Health & Wellbeing Team and HR Representative Performance Team.
- 2.1.8 One of the particular key benefits of performance clinics has been to identify hotspot areas, or key issues/reasons for absence within service areas. This enables the advice, support and resources to be tailored to ensure these issues are addressed and managed and that our employees are appropriately supported. This has proved to be very useful in making a positive impact in the working environments and on attendance levels.
- 2.1.9 At the request of the Cabinet Member, it is confirmed there are no outstanding cases from absence triggers generated from Quarter 3.

2.2 Be Healthy Be Well Initiative –

- 2.2.1 The Be Healthy Be Well initiative is joint project between the HR Health & Well Being Team and Occupational Health & Counselling Support Team which was launched in January 2012. The primary aim of the initiative is to act as central source of information and encourage Council employees to get Fit and Healthy.
- 2.2.2 The initiative has delivered the following events in Quarter 3:
- 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.
 - Smoking Cessation 12-week course to assist employees to give up smoking.
 - 10-minute workout ideas.
 - DEN (Disabled Employee Network) - Raising awareness around effective communication with individuals who have a hearing impairment / loss and using British Sign Language.
 - Continuation of a support group for employees who have relatives with mental health.

- Continuation with publication of the very popular and informative monthly Be Healthy Be Well newsletter to all employees. This stopped at the end of December 2015 and a new programme of communication will be rolled out through Beacon in 2016 with weekly news stories and information on safety, health and wellbeing issues.
- Continuation of the intranet page to advise and advertise promotion events for City Council employees.

2.3 Activities during Quarter 3 from the Occupational Health Team -

- **The Fast Care Musculoskeletal Clinics** continue to be effective in reducing the impact of MSK related ill health. From closed cases a significant percentage improvement was demonstrated, showing a positive impact on musculoskeletal problems within the organisation.
- **The Ergonomic Assessors** have supported 'Moving to the Customer Service Centre' which enabled MSK issues to be dealt with immediately.
- **The Macmillan Programme legacy** continues. The City Council was nominated for a charity award by the UK's Charity and Social Enterprise Sector. Although the Council did not win, we were recognised for the hard work carried out by all those involved, especially the **Cancer Buddy Scheme**.
- **Be Healthy Be Well Newsletter** stopped at the end of December 2015. A new programme of communication will be rolled out through Beacon with weekly news stories and information on safety, health and wellbeing issues in 2016.
- **The Mandatory Workplace Mental Wellbeing Audit Programme:** started on 1st November. The programme for The City Council will be based on the following sickness absence statistics: stress, gastric problems and musculoskeletal conditions. Managers and staff will be fully informed and supported through the process by the Occupational Health, Safety and Wellbeing Team. The programme will be rolled out to schools from 31st March 2016, and will be part of the Health and Safety Audit Programme.
- **The Mental Wellbeing in the Workplace project** continues to be rolled out; it is planned to launch the Mental Wellbeing Information Access Point will be launched on 14th January 2016. In partnership with MIND, **Mental Wellbeing Awareness sessions** were run for managers on 4th November 2015, 72 managers attended, and Wellbeing @ Work e-learning will be launched in February 2016.
- **A Mental Wellbeing clinic** has been set up at Whitley Depot for direct support with mental health issues.
- **Women's Health Week** took place from 21st to 25th September 2015, providing NHS checks and additional advice on women's health issues.

- **The influenza vaccine programme** was completed. Approx. 772 vaccines have been delivered across the local authority so far.

3. Results of consultation undertaken

No consultation has been undertaken.

4. Timetable for implementing this decision

None.

5. Comments from Executive Director of 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 for Strategic Finance and 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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Directorate:

Resources

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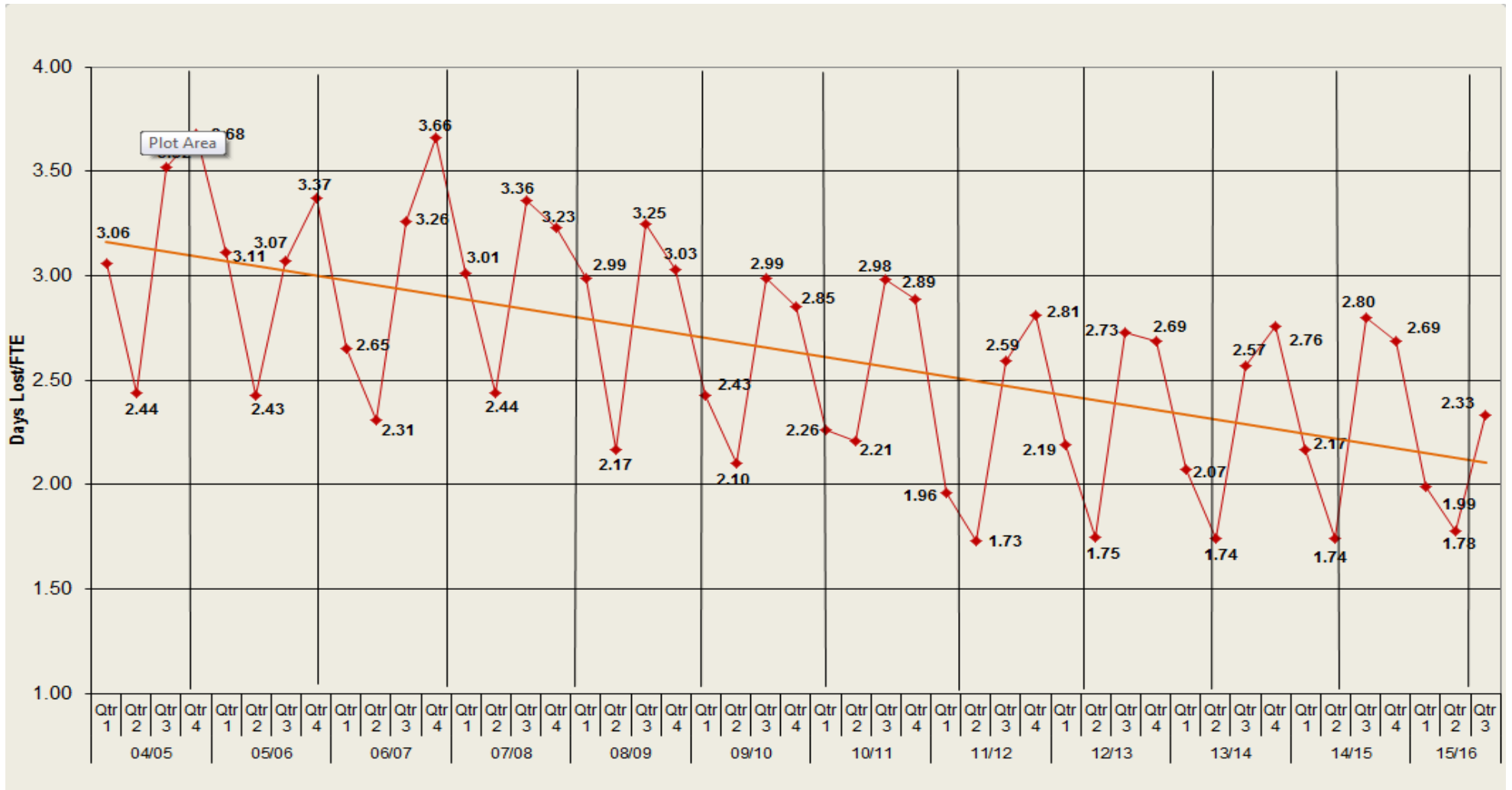
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Kerry Crook	Human Resources Advisor	Resources	09.02.16	15.02.16
Angie White	Occupational Health & Safety Manager	Resources	09.02.16	15.02.16
Louise Hughes	Senior Accountant	Resources	09.02.16	15.02.16
Usha Patel	Governance Services Officer	Resources	12.02.2016	22.02.2016
Names of approvers: (officers and members)				
Shokat Lal	Assistant Director	Resources	09.02.16	15.02.16
Julie Newman	Children & Adult Legal Service Manager	Resources	09.02.16	15.02.16
Councillor Gannon	Cabinet Member	Coventry City Council	22.02.2016	22.02.2016
Chris West	Executive Director	Resources	09.02.16	15.02.16

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 – December 2015	April – December 2014	Annual Target 2015/2016
6.10	6.71	8.5

This demonstrates a reduction of 0.61 days per FTE compared to 2014/2015.

Chief Executive's Directorate

April – December 2015	April – December 2014	Annual Target 2015/2016
0.23	1.65	5.0

This demonstrates a reduction of 1.42 days per FTE compared to 2014/2015.

Place Directorate

April – December 2015	April – December 2014	Annual Target 2015/2016
7.19	7.53	10.4

This demonstrates a reduction of 0.34 days per FTE compared to 2014/2015.

People Directorate

April – December 2015	April – December 2014	Annual Target 2015/2016
8.68	7.59	9.5

This demonstrates an increase of 1.09 days per FTE compared to 2014/2015.

Teachers in Schools

April – December 2015	April – December 2014	Annual Target 2015/2016
2.96	4.69	6.3

This demonstrates a reduction of 1.73 days per FTE compared to 2014/2015.

Support Staff in Schools

April – December 2015	April – December 2014	Annual Target 2015/2016
5.69	6.91	9.0

This demonstrates a reduction of 1.22 days per FTE compared to 2014/2015.

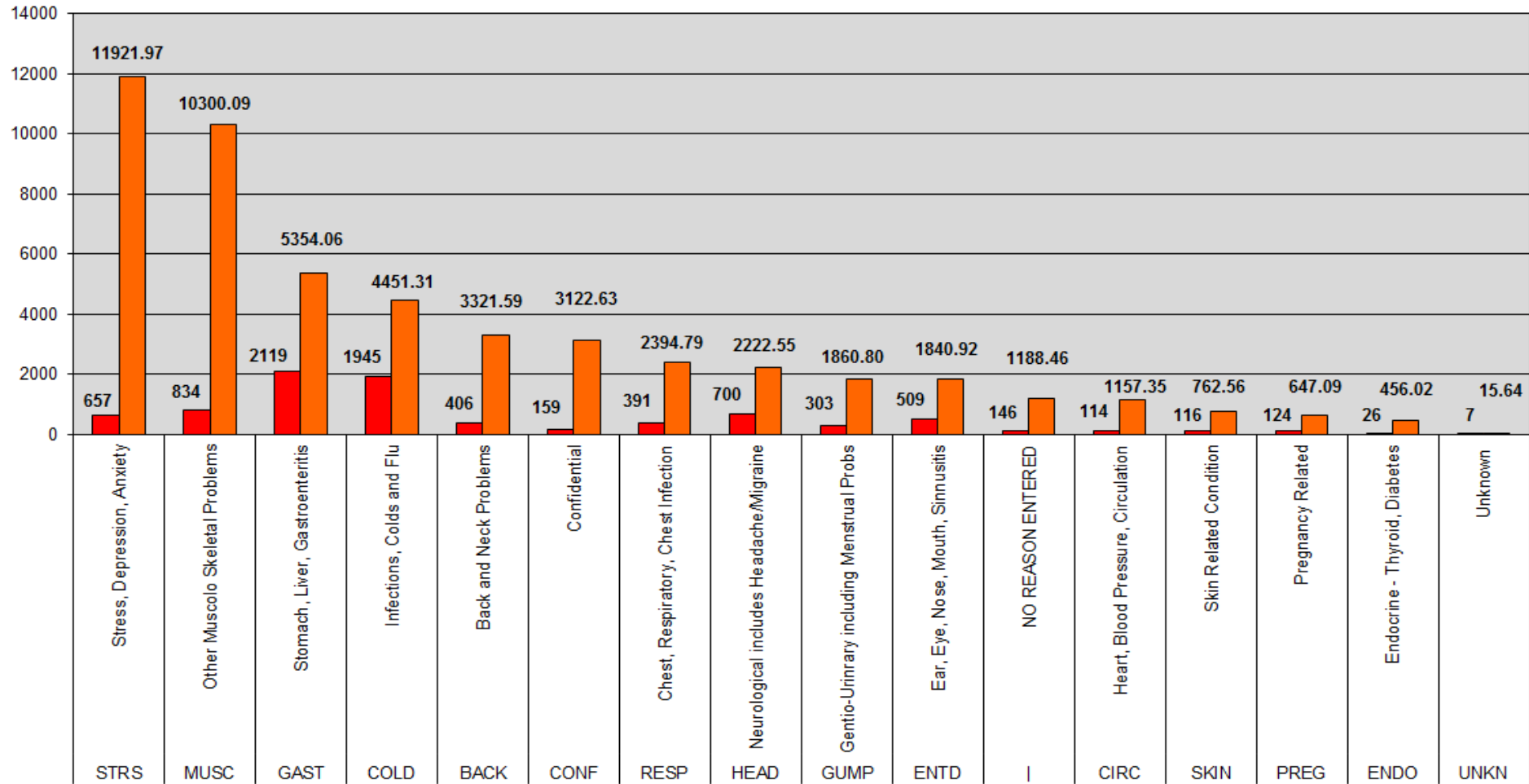
Resources Directorate

April – September 2015	April – September 2014	Annual Target 2015/2016
6.54	6.74	7.5

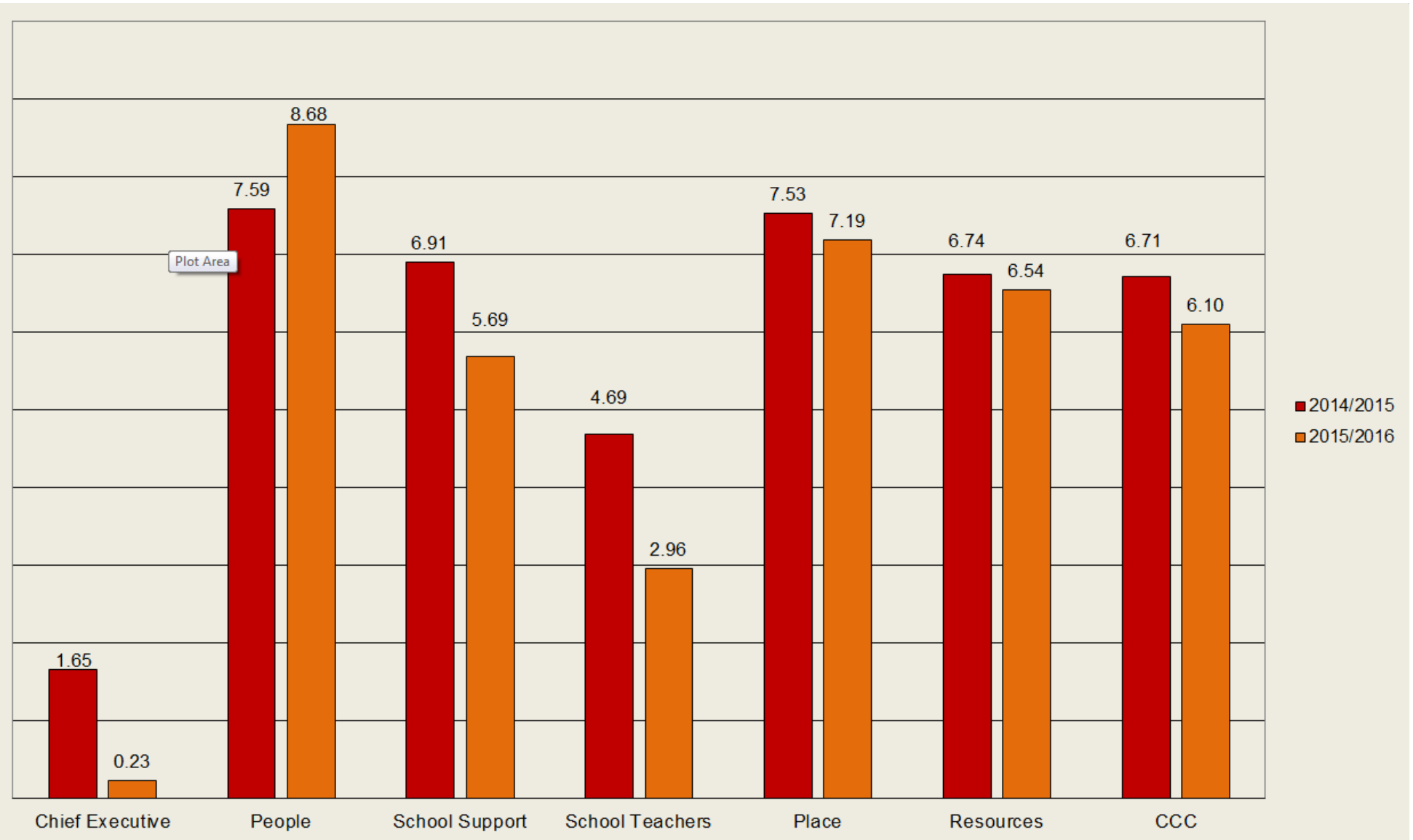
This demonstrates a decrease of 0.20 days per FTE compared to 2014/2015.

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

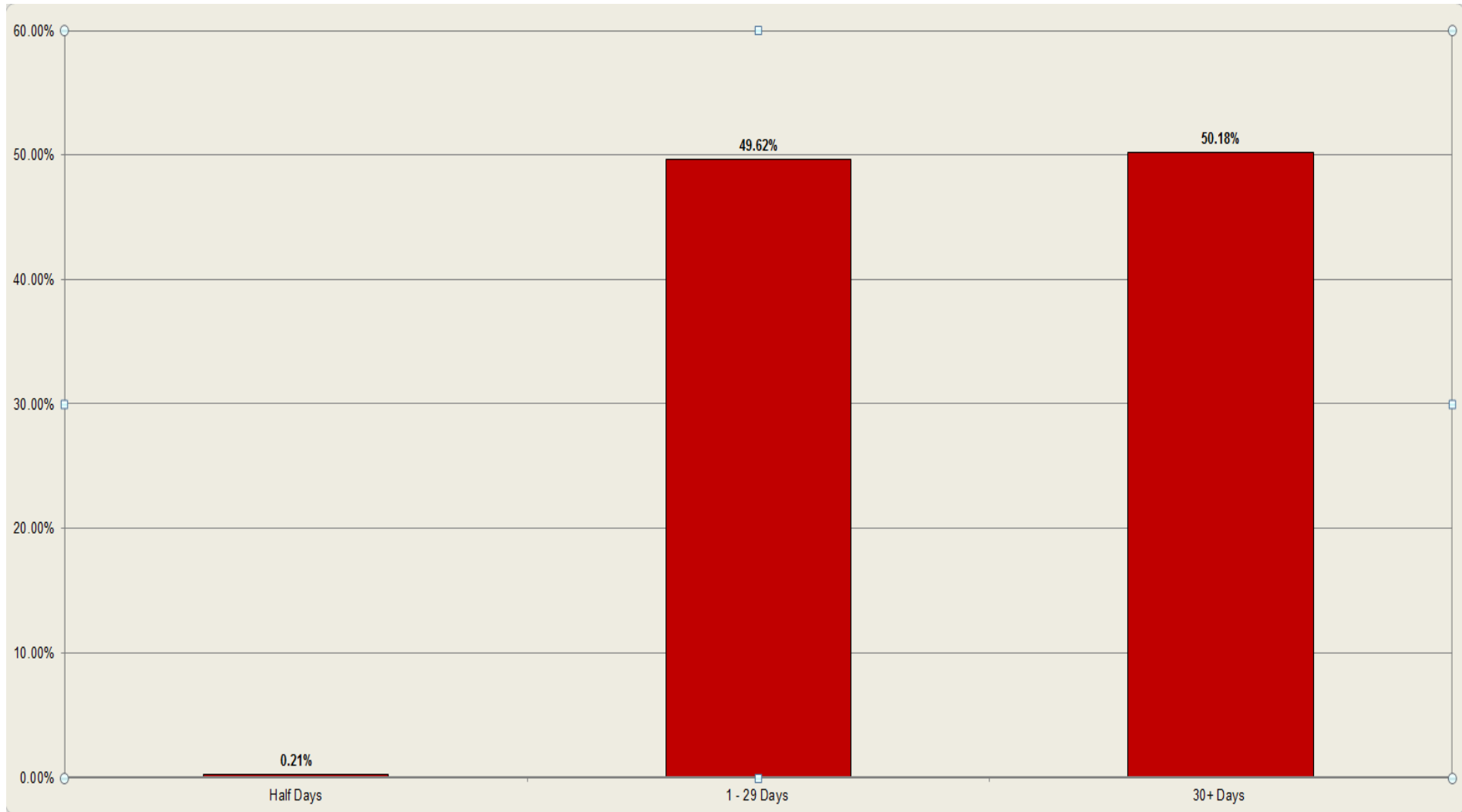
Appendix 3



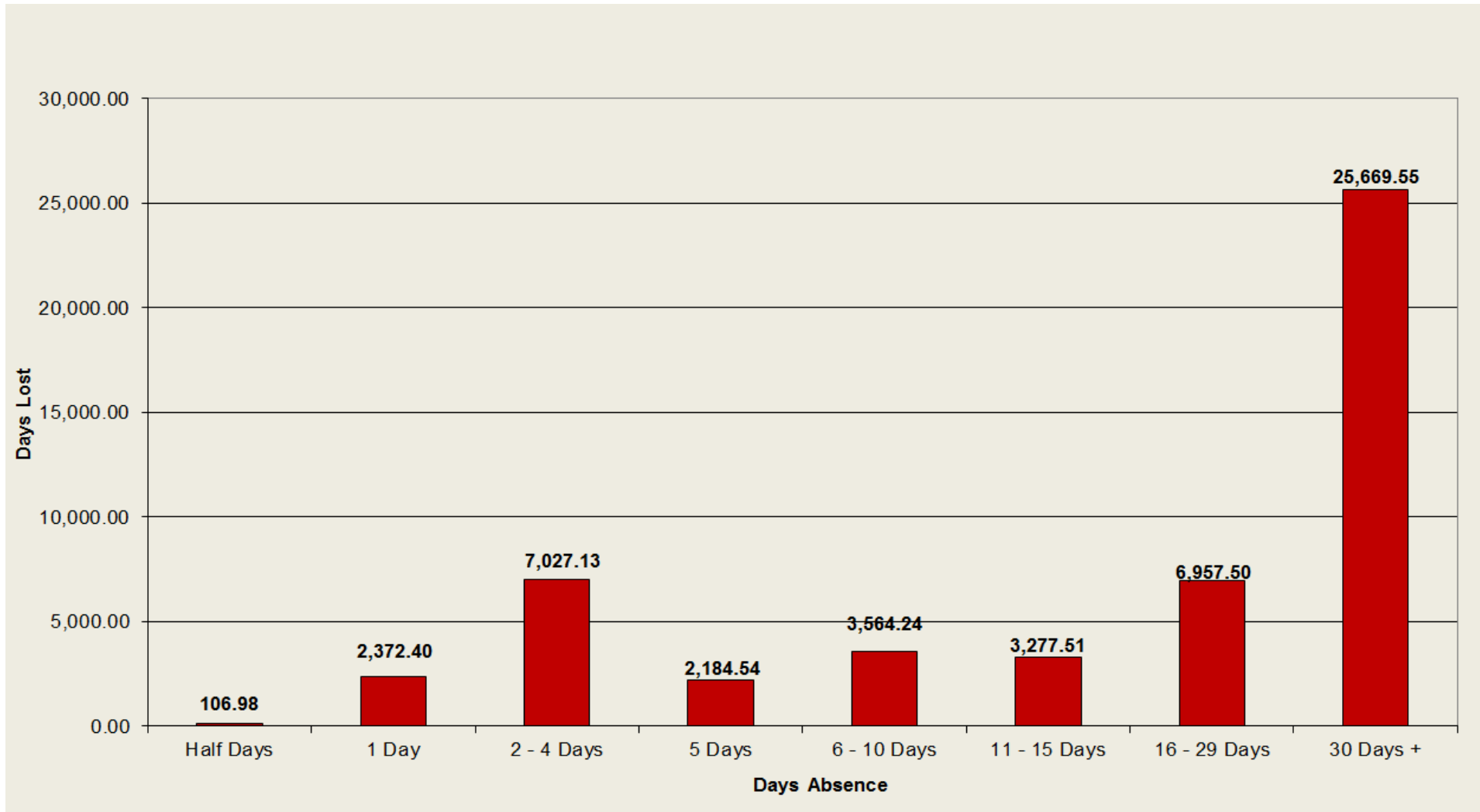
April – December 2014 vs. April – December 2015
Days Lost Per FTE



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



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



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

Occupational Health Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
Pre-Employment health assessments	205	206	197		608
<p><u>October – December 2015</u> From the 197 pre-employment assessments, 107 required additional advice and guidance to be given to the employing manager. 45% 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 including case conferences	358	463	424		1245
Ill health conditions reported/investigated as work related, including workplace assessments	69	65	59		
<p><u>October – December 2015</u> Ill health condition reported as work related (breakdown): 37 musculoskeletal; 6 mental health/depression; 16 stress related. Referrals to support services, workplace 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 46% reports sent to HR/schools within 3 working days</p>					
Vision screening and other surveillance procedures including vaccinations	80	128	52		260
<p><u>October – December 2015</u> From the 52 screenings which took place 20 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	74		313
<p><u>October – December 2015</u></p> <ul style="list-style-type: none"> • 52 were NHS Health Checks aimed at individuals between 40 and 75 years of age who are registered with a Coventry GP <p>From the initial healthy lifestyle screens, 29 were identified as having previously unidentified health problems and required a follow up appointment at the OHU or referral 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 Promoting Health at Work process.

COUNSELLING SERVICE
Promoting Health at Work Statistics
2015/2016

Counselling and Wellbeing Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
New referrals for counselling	98	91	99		288
Counselling sessions	624	646	586		1856
The table below provides a breakdown of reasons for referral					
Managing anger and aggression training	0	177	0		117
Carried out for the Peoples Directorate and Business Services Contact Centre					
Anxiety Management group attendance including CBT	0	5	0		5
Group sessions are an effective and expedient way for employees to address debilitating anxiety states, including panic attacks.					
Numbers trained in managing mental health, stress and interpersonal issues in the workplace	11	182	44		
Stress Risk Assessments (number of employees involved)	16	159	679		854
Service evaluation					
Number of employees completing questionnaire	42	45	16		103
Counselling helped avoid time off work (not on sick leave)	28	26	14		68
Counselling helped early return to work (on sick leave when counselling started)	8	6	2		16
Did not affect sickness absence	6	13	0		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 March 2016

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 Q3 (1 October to 31 December 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 Q3 period 1 October to 31 December 2015; to compare Q3 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 Q3 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 Q3 2015/16 for spends with Pertemps.

The information attached in Appendix III shows a summary of the usage of agency workers in Q3 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 Q3 (1 October to 31 December) 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 Q2 for 2015/16 with Q3 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 Q2 2015/16 and Q3 2015/16 Agency Spend.

Directorate	Spend Q2 2015/16	Spend Q3 2015/16	Increase/decrease
People Directorate	£1,598,753	£1,674,509	£75,756
Place Directorate	£78,337	£111,977	£33,640
Resources Directorate	£187,485	£227,082	£39,597
Chief Executives	£0	£0	--
TOTAL	£1,864,575	£2,013,568	£148,993

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

In this quarter, spend on children's social workers is 86% of the agency spend by the directorate. This figure is being restrained by the West Midlands regional agreement which has now been in place for 12-months. This involves 14 local authorities and has the effect of capping the rates paid to all newly appointed agency social workers. It is anticipated that the regional agreement will be reviewed during the next quarter.

A 6-week Social Worker recruitment campaign was started on Tuesday 22nd December 2015. This involves work with TMP Worldwide who have created a microsite inviting applicants to contact them to share CV's.

A longer term campaign linked to a national initiative is planned to go live in quarter 4 and will run for several months.

The Recruitment Team is working closely with colleagues in People Directorate to ensure a co-ordinated process for the recruitment of permanent staff and the reduction in Agency workers.

Place Directorate

In comparison to Quarter 2, the directorate has seen an increase in expenditure by £33,640. The vast majority of spend is in line service delivery. Historically, the directorate experiences higher spend on agency workers during the Christmas period, primarily due to additional workloads. For example in Domestic Waste, the additional spend was due to extra work in relation to preparations for Christmas collections, including training.

Resources Directorate

The legal services review in July 2015 introduced significant changes to staffing levels and posts. A recruitment exercise was undertaken in respect of a number of new posts and as a result of some officers deciding to exit the Council. During the implementation process locum lawyers continued to be used. Following a successful recruitment campaign the majority of posts have been filled and going forward there will no longer be the need to rely on locum lawyers. There are currently 3 locums within the Service. 2 of these are expected to finish following recruitment to all vacant posts. One locum was engaged to support the work required in defending a significant Judicial Review. This position will be reviewed following the Appeal hearing, which is listed for early February 2016.

Temporary homelessness team members have been recruited to this front line service team to manage an increase in demand in this service area and high absence levels over recent months. In tandem we have commenced a project to look at simplifying the processes to enable self-service and speed up decision making. This project will take a number of months to conclude but we are clear that this will enable the removal of temporary support from that business area once complete.

As part of the roll out of new equipment across the Council, a rapid deployment team has been set up to trial a new method of issuing IT equipment. This team was set up by offering secondment opportunities to existing staff. The current temporary appointment with ICT Infrastructure & Operations is backfilling one of these posts until the end of March 2016 when they will leave. The need and method of future backfill is under review at the moment but will aim to offer secondment opportunities to others within the Council rather than utilising agency staff.

2.2 Table for Comparison of Interims and authorised off contract spend on agency workers between Q2 2015/16 and Q3 2015/16

Directorate	Total Spends in Q2	Total Spends in Q3	Increase / Decrease in Spend
People	£144,213	£123,981	- £20,232
Place	£1,107,034	£1,613,340	£506,306
Resources	£12,273	£13,150	£877
TOTAL	£1,263,520	£1,750,471	£486,951

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 for both Place and Resources.

People Directorate

At the end of the quarter, three interim managers were still on assignment:

- Review & Quality Assurance
- Head of Children's Safeguarding
- Service Manager Fostering and Adoption.

During the quarter, two assignments were ended:

- Interim Assistant Director Children's Social Care,
- Business Systems Manager

Hence the reduction in spend.

Place Directorate

The Professional Services Contract includes staff from the three companies in the Framework contract and encompasses works being carried out on all current major projects including Whitley Junction, Friargate, A4600 improvements, Warwick University, A45 / Broad Lane junction and the Public Realm grant funded works as well as specialist staff working within Highways and Traffic & Transportation. The figure quoted may also include traffic modelling and design charges for staff that are not seconded to Coventry.

It should also be noted that the ERDF Grant funded public realm works have now finished and that all invoices relating to these works had to be defrayed by 31st December 2015, this would account for the rise in spend in December 2015 to meet this deadline, as any invoices paid after the deadline could not be included on the final grant claim.

Resources Directorate

The two interims within resources which are both within the Pertemps contract:

As a consequence of a significant change programme within the Customer Services and the transformation associated with the move to Broadgate House we have seen a need to increase our management capacity. We anticipate that there will be a need to retain this level of support throughout the next financial year and funding is allocated to support this. The arrangement is considered on a regular basis to ensure that we are not incurring unnecessary cost and that we are releasing savings elsewhere as a result of the temporary input.

To support the transformation and redesign of the Housing services we have retained the services of an experienced Business Analyst to work with the Head of Customer Services and we will retain this service for dedicated pieces of work where we believe there is potential to make savings but where we do not have the skill or capacity internally to deliver this work. We

currently have internal staff on secondment within the business analyst team gaining business analyst skills to reduce our reliance on external resources.

2.3 Unauthorised Off-Contract spends Q3 2015/16

There has been no unauthorised off contract spends for Quarter 3 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 3 is £336,732 compared with a quarter 2 rebate of £306,539. This increase reflects the increased 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 £2,013,568 which equates to 5.38% 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 Q3.

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

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Resources Directorate

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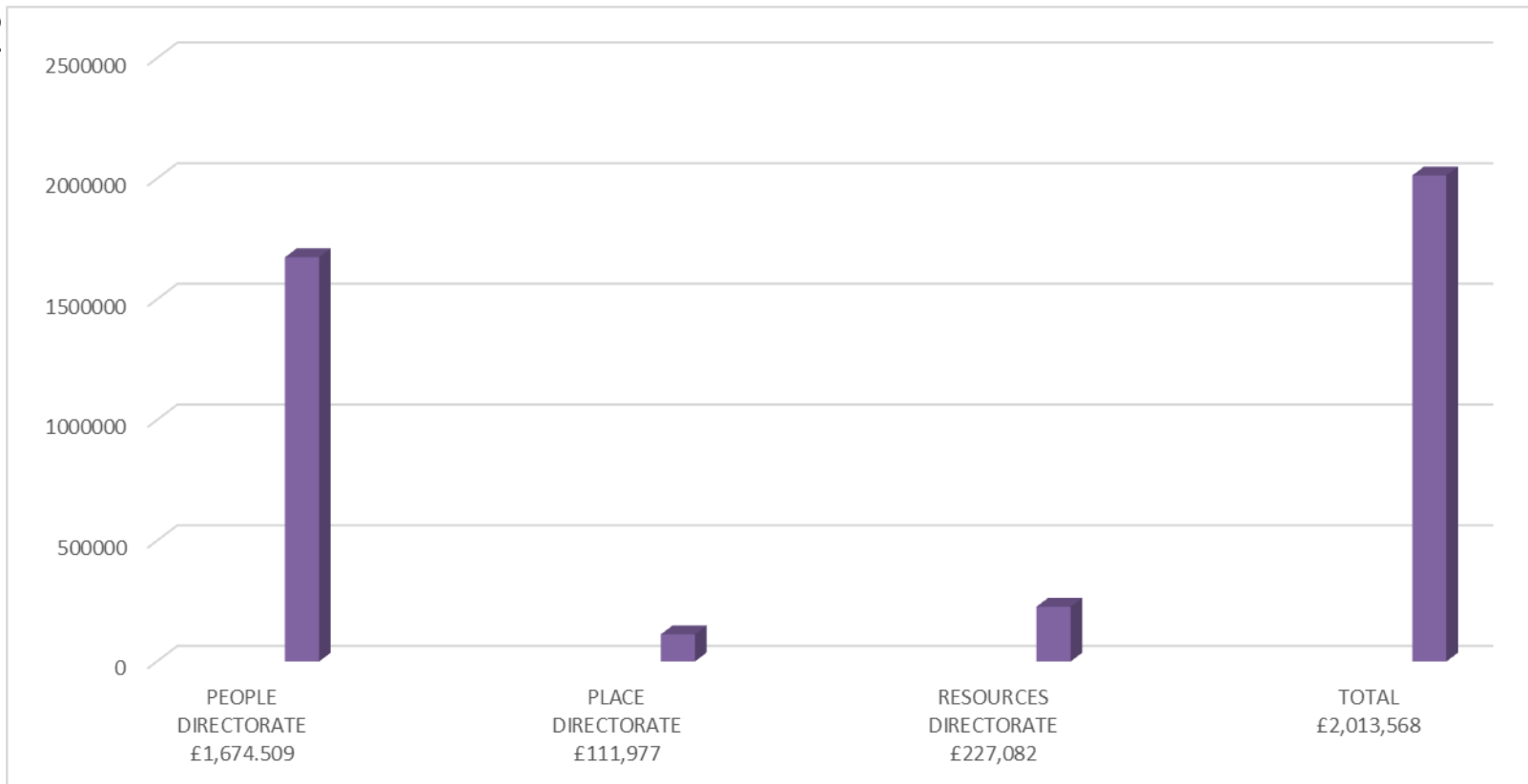
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Contributors:				
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Legal: Julie Newman	Legal Services Manager, People	Resources	17/02/2016	18/02/2016
Director: Chris West	Executive Director	Resources	17/02/2016	23/02/2016
Member: Councillor Gannon	Cabinet Member		17/02/2016	22/02/2016

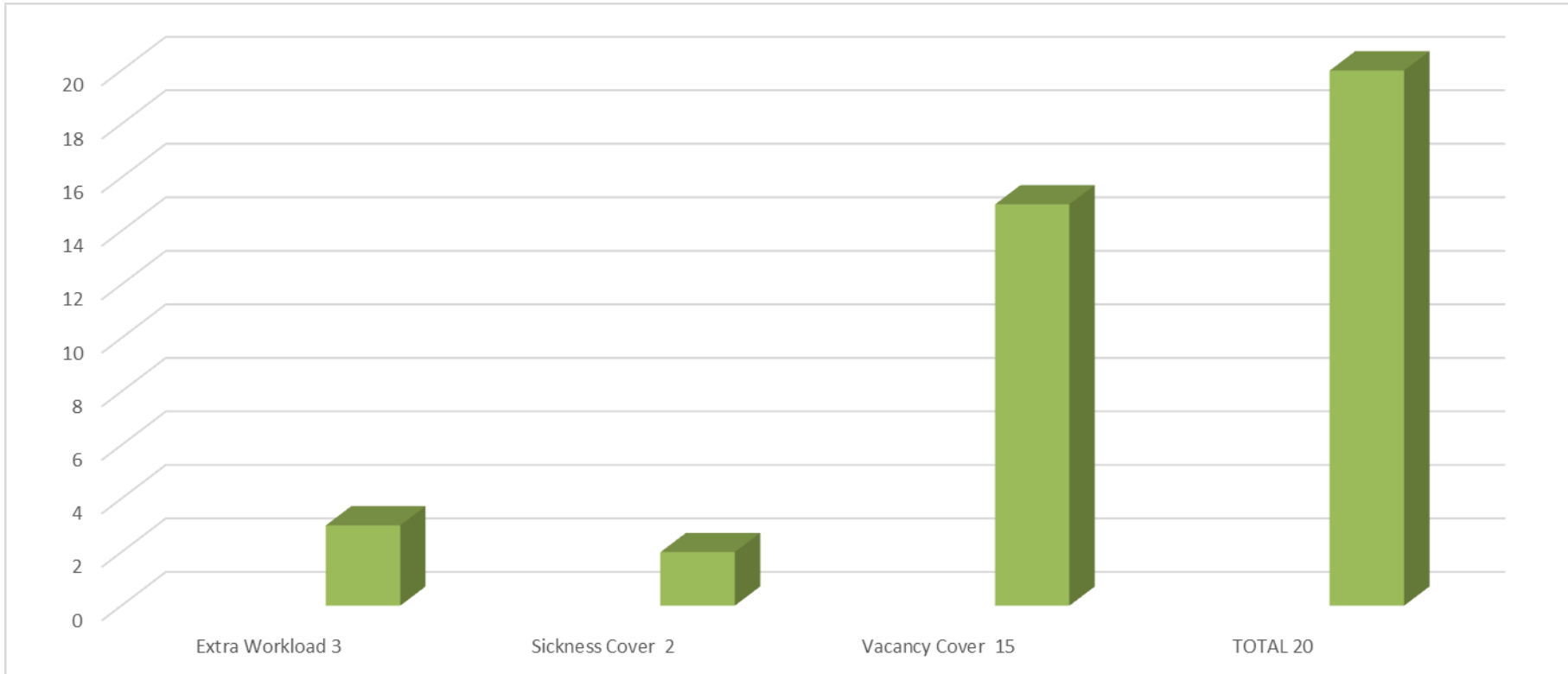
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APPENDIX I - AGENCY SPEND BY DIRECTORATE - OCTOBER TO DECEMBER 2015



APPENDIX II - NEW ORDER JUSTIFICATION QUARTER 3 : OCTOBER TO DECEMBER 2015



APPENDIX III - SUMMARY OF USE OF AGENCY WORKERS BY DIRECTORATE AND STRATEGIES IN PLACE FOR REDUCING DEPENDENCY ON AGENCY WORKERS
Q3 OCTOBER TO DECEMBER 2015

Directorate	Q2 July to Sept 2015 Spend by Service Area	Q3 Oct to Dec 2015 Spend by Service Area	State Usage of Agency Workers in Q3	What Strategies are in place for Reducing Dependency on Agency Workers
People Directorate	Total Expenditure Q2 <u>£1,598,753</u>	Total Expenditure Q3 <u>£1,674,509</u>	<p>Spend on agency workers in Quarter 3 has increased on the previous quarter by £76k. Of the total Directorate spend on agency workers, approximately 88% is in Children's Services. Of the total Directorate spend 86% is on Qualified Social Workers within Children's Services. The high level of spend continues to be as a result of vacancies within with area, and on-going recruitment and retention issues.</p>	<p>Actions to reduce the number of agency workers include:</p> <ul style="list-style-type: none"> • A new recruitment campaign which is due to be launched in February with a revised recruitment and retention package • A newly developed workforce strategy for Children's Services which includes a number of different initiatives designed to create stability within the workforce
Place Directorate	Total Expenditure Q2 <u>£78,337</u>	Total Expenditure Q3 <u>£111,977</u>	<p>In comparison to Quarter 2, the directorate has seen an increase in expenditure by £33,640. The vast majority of the spend is in areas actively monitored in front line service delivery. Historically, the directorate experiences higher spend on agency workers during the Christmas period. The primary reason for use of agency workers has been due to additional workloads. For example in Domestic Waste, the additional spend was due to extra work in relation to preparations for Christmas collections, i.e. training.</p> <p>The other main reasons for the use of agency workers are due to vacancy cover and sickness.</p>	<p>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:</p> <ul style="list-style-type: none"> • Before going down either route we would look at the opportunity for internal secondment of an existing employee • Managers are required to consider if the use of an agency worker or short term contract 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 Q2 <u>£187,485</u>	Total Expenditure Q3 <u>£227,082</u>	Agency use in the Directorate is not concentrated into any one area, but is dependent on local need. Recruitment following restructure of legal services is nearing completion and therefore should reduce further. The Homelessness team currently has high demand coupled to high levels of sickness absence which need to be cover. While in ICT a new team is being trialled using a mixture of secondment and agency staff.	Legal Services: successful recruitment is reducing the need for agency staff Homelessness team is actively addressing sickness absence levels ICT is a time limited trial – if the new team is retained, it will be staffed entirely by employees.
OVERALL TOTALS	Q2 1,864,575	Q3 2,013,568		

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Cabinet Member for Strategic Finance and Resources

7 March 2016

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

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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>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
2	<p>Supporting Workforce Mental Wellbeing</p> <p>A report detailing how managers are dealing with staff with stress and whether particular service areas are affected more.</p> <p>CM for SF&R 7.12.2015 (Minute 23)</p>	June 2016	<p>Executive Director of Resources</p> <p>Jaz Bilal</p>		

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