

Time and Date

9.30 am on Thursday, 26th November, 2015

Place

Committee Rooms 2 and 3 - Council House

Public business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 14)
 - (a) To agree the minutes from the meeting of Cabinet on 6th and 13th October 2015
 - (b) Matters arising
4. **Exclusion of Press And Public**

To consider whether to exclude the press and public for the item(s) of private business for the reasons shown in the report.
5. **2015/16 Second Quarter Financial Monitoring Report (to September 2015)** (Pages 15 - 34)

Report of the Executive Director of Resources
6. **Medium Term Financial Strategy 2016-19** (Pages 35 - 52)

Report of the Executive Director of Resources
7. **Pre-Budget Report 2016/17** (Pages 53 - 66)

Report of the Executive Director of Resources
8. **Connecting Communities** (Pages 67 - 206)

Report of the Executive Director for People
9. **Outcomes of Fair Funding Consultation to Schools 2016-17** (Pages 207 - 220)

Joint report

10. **Staffing Reductions and Voluntary Redundancy** (Pages 221 - 230)
Report of the Executive Director of Resources
11. **Director of Public Health Annual Report 2015** (Pages 231 - 280)
Report of the Executive Director of People
12. **Continuing as a Marmot City** (Pages 281 - 290)
Report of the Director of Public Health
13. **Delivering Effective Short Term Support in Peoples Own Homes** (Pages 291 - 308)
Report of the Executive Director of People
14. **European Funding Programme 2014-20 - Coventry City Council First Round Applications** (Pages 309 - 318)
Report of the Executive Director of Place
15. **Establishment of and Appointment of Directors to West Midlands Rail Limited** (Pages 319 - 360)
Report of the Executive Director of Place
16. **Use of Public Space Protection Orders in Coventry** (Pages 361 - 370)
Report of the Executive Director of Place
17. **The Freehold Disposal of land at Elms Field Farm and Surrender of Leasehold Interest** (Pages 371 - 380)
Report of the Executive Director of Place
18. **Partnership working with Whitefriars Housing Group Limited** (Pages 381 - 396)
Report of the Executive Director of Place
19. **Land Registry, Leigh Court, Torrington Avenue, Coventry - Terms of Disposal** (Pages 397 - 406)
Report of the Executive Director of Place
20. **Outstanding Issues** (Pages 407 - 410)
Report of the Executive Director, Resources
21. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Private business

22. The Freehold Disposal of land at Elms Field Farm and Surrender of Leasehold Interest (Pages 411 - 420)

Report of the Executive Director of Place

(Listing Officer: J Grant, Tel: 024 7683 3674)

23. Partnership working with Whitefriars Housing Group Limited (Pages 421 - 436)

Report of the Executive Director of Place

(Listing Officer: J Grant, Tel 024 7683 3674)

24. Land Registry, Leigh Court, Torrington Avenue, Coventry - Terms of Disposal (Pages 437 - 446)

Report of the Executive Director of Place

(Listing Officer: G Stephens, tel: 024 7683 2577)

25. Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

Chris West, Executive Director, Resources, Council House Coventry

Wednesday, 18 November 2015

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7683 3237 / 3065, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership: Councillors R Brown (Deputy Cabinet Member), D Gannon, D Kershaw, A Khan, R Lancaster, A Lucas (Chair), E Ruane, F Abbott, K Maton, K Caan, J McNicholas (Deputy Cabinet Member), J Clifford (Deputy Cabinet Member), S Thomas (Deputy Cabinet Member) and R Auluck (Deputy Cabinet Member)

By invitation Councillors A Andrews and J Blundell (non-voting Opposition representatives)

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.

**Lara Knight / Michelle Salmon, Governance Services,
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Public Document Pack Agenda Item 3

Coventry City Council

Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 6 October 2015

Present:

Cabinet Members: Councillor Mrs Lucas (Chair)
Councillor Abbott
Councillor Caan
Councillor Gannon
Councillor Kershaw
Councillor Lancaster
Councillor Maton
Councillor Ruane

Deputy Cabinet Members: Councillor Brown

Non-voting Opposition Members: Councillor Andrews
Councillor Blundell

Other Members: Councillor Bains
Councillor Duggins
Councillor Lakha
Councillor J Mutton
Councillor M Mutton

Employees (by Directorate):

Chief Executive's: M Reeves (Chief Executive), F Collingham,

Place: M Yardley (Executive Director), C Barclay,
K Seager

People: G Quinton (Executive Director), Y Corden,
S Giles,

Resources: C West (Executive Director), B Hastie,
P Jennings, L Knight, J Newman, K Reynolds

Apologies: Councillors R Auluck, A Khan, McNicholas,
Thomas and Townshend

Public Business

47. Declarations of Interest

There were no disclosable pecuniary interests.

48. Minutes

The minutes of the meeting held on 1st September 2015 were agreed and signed as a true record.

49. **Supply of Highway Materials**

The Cabinet considered a report of the Executive Director of Place, which sought approval of proposals to undertake a restricted tender process to set up a multi-supplier framework for a period of 4 years for the purchase of highways materials.

The Cabinet noted that Coventry City Councils' Highways Direct Labour Organisation (DLO) delivers circa £4.5m of work per year to the City's highways and footways funded from the annual Highway Capital Programme. In order to deliver these works, various materials would be required.

The Council currently had a framework for highway material supplies which commenced in 2011 and was due to expire in January 2016. 6 monthly further competitions are carried out with suppliers on the existing framework.

The Council has had a similar arrangement to those proposed for the last 4 years and these had been deemed to be successful. A re-procurement was required as framework agreements such as these are only permissible for a 4 year period.

Annual further competitions would be undertaken between the suppliers on each lot based on 100% price to ensure prices at the start of the agreement would not be over inflated and to ensure competition amongst the suppliers. This would result in re-ranking of the suppliers where prices are lower from an alternative supplier each year. Every year around the anniversary of the contract, each of the suppliers who have been appointed to the framework for the individual materials will be invited to re-submit their prices. They will then be re-ranked from lowest to highest price for that years requirements.

A Restricted tender process would be undertaken to procure a new framework before the existing arrangement expires early 2016. There would be 4 lots within the framework: coated roadstone, dry stone, sand and gravel and concrete mixes.

The report indicated that Sandwell Council was also considering a framework for Highway Materials, however, this would not be in place until June 2016. Coventry City Council had asked to be named on the Official Journal of the European Union (OJEU) adverts for this framework to enable the Council to access it in future if appropriate.

RESOLVED that the Cabinet:

- 1. Authorise a procurement process to set up a multi-supplier framework for 4 years for the purchase of Highway Materials.**
- 2. Delegate authority to the Executive Director of Place to agree the award of the contract(s) following a restricted tender process.**
- 3. Authorise the Council to enter into contract(s) with the successful suppliers for the 4 years.**

50. **Supported Accommodation for Young People Aged 16-24**

The Cabinet considered a report of the Executive Director of People, which set out proposals for the procurement of contracted supported accommodation services for young people aged 16-24.

Supported accommodation is the term given to the support the City Council provides to young people aged 16-24, including care leavers, young people who are homeless or at risk of homelessness, children in need, looked after children, young people at risk of or involved in offending, and teenage parents who are pregnant or have children. The City Council had a statutory duty to provide accommodation to persons under 18 who had been assessed as requiring accommodation under the Children Act 1989, or because they were owed a duty under the Children (Leaving Care) Act 2000 and duties towards homeless young people under the Housing Act 1996.

In 2013, following a lengthy three-stage consultation with young people, service providers, Housing, Social Care and a range of other stakeholders, the City Council tendered for seven contracts to meet the varying needs of these young people. A previous tendering exercise prior to this was interrupted by a legal challenge relating to a number of issues including the consultation process and equality impact assessment. As part of the 2013 tendering exercise, significant changes were made to the way supported accommodation was delivered in the city.

The budgets from Children's Services, Supporting People and Housing Services were pooled, creating an integrated service and single commissioning process. In addition, there was a single point of entry and brokerage created through the Council's Placements Team to ensure that all young people received the services they needed. Providers were no longer able to take young people on a direct access basis.

One lot was for a call-off contract designed to deal with fluctuations in demand. This lot was not awarded because no bids at an acceptable cost were made. The remaining contracts were implemented in December 2013 with capacity for 160 people in accommodation and 70 units floating support.

Approximately 12 months into the contract, a key provider contracted to deliver 81 beds, including 5 emergency beds, exited the contract by mutual agreement, and this, coupled with the inability to appoint to all lots during the original procurement process, resulted in the use of a number of short term contracts, spot purchasing and use of bed and breakfast accommodation on a temporary basis.

The experience of managing the service over the past 18 months, the fact that there was now a much clearer overview of the needs of this cohort of young people via the single point of access, and the loss of a provider, provided an opportunity to review the service models which would be needed for the remainder of the contracts and beyond.

The Cabinet acknowledged that supported accommodation was a challenging area for a number of local authorities and that some of the strategies put in place elsewhere include:

- A focus on prevention of homelessness, early intervention and maintaining young people in the community with support, thus diverting them from services;
- Robust assessment of young people's needs;
- Specialist provision for young people with complex needs;
- Services which operate within a co-ordinated pathway, where young people can move from high support through to lower support services (and back again, if necessary).

It was proposed to adopt these strategies for Coventry as appropriate. The new contracts would end at the same time as current contracts on 1st December 2017. It was noted that the reduction of the existing short term spot and block provision would release funding to invest in the services recommended and reduce expenditure by approximately £0.7m per annum to bring expenditure back within the £2.4m budget.

RESOLVED that the Cabinet approve the procurement of the following services:

- **A 20-bed assessment service;**
- **A 10-bed specialist service to meet the needs of those young people with complex levels of need and those that pose a risk to themselves and others;**
- **A 20-bed service that works with any level of need, but is able to manage significant number of young people with complex needs;**
- **A Positive Prevention Service and**
- **10 single units of accommodation, contracts for which expire on 31 March 2016.**

51. Public Consultation - Reductions in Grants to External Organisations

The Cabinet considered a report of the Executive Director of Resources, which sought approval for a period of public consultation in respect of proposals for the reduction of grant payments to voluntary, community and external organisations.

The Cabinet noted that the Council make grant payments approaching £9m in value every year to voluntary, community and other external organisations from its revenue budget. The Council had protected the cash value of many of these grants for a number of years despite the cuts to its own funding from central government since 2010. By 2017, the Council was expected to have suffered a cut of nearly 50% in its grant from Government since 2010 and an equivalent fall in its net budget of c25%. Given this and the continued expectations of further cuts over the next Spending Review period the Council took the decision in February 2015 to include a budget saving in its grants to external organisations rising to £1.2m by 2016/17.

The report set out in detail three options upon which the Council intended to undertake a period of public consultation and, in summary these were:

- Option 1 Do Nothing and Make the Required Savings in a Different Way – This would involve not making the planned savings from grant payments and plugging the resultant gap from other sources.
- Option 2 Proportionate Grant Funding Reduction for All Organisations – This would incorporate a 12.5% reduction in funding to all relevant grant funded organisations, irrespective of the size and nature of the organisation and whether they had already been expected to deliver savings or where there were plans in place to manage down or end grants awards in future years.
- Option 3 Targeted Grant Funding Reduction – This approach would result in grant payments being reduced to nil in a relatively small number of cases; some grant payments being protected at existing levels based on the degree to which they matched Council priorities; some grant payment being protected at existing levels due to specific circumstances; and remaining organisations receiving a cut of 30.7% in their grant funding.

The Council's preferred option was option 3 as this would reflect the financial and service realities that existed across all the organisations that the Council supported through grant funding. It would do this by taking account of those areas where the Council maintained a statutory responsibility, where it had previously agreed other savings targets, where a separately agreed robust financial model had been adopted or where grant funded areas were most closely aligned to Council priorities and strategic approaches.

It was proposed that a period of public consultation on the three option outlined be undertaken from 12th October 2015 for a period of 8 weeks. A further report would then be submitted to the Cabinet for consideration on 5th January 2016 detailing the responses received during the consultation and setting out final proposals.

RESOLVED that the Cabinet:

- 1. **Approve an eight week public consultation on the savings proposals within the report submitted.**
- 2. **Receive a further report at the 5th January 2016 Cabinet meeting detailing the results of the consultation and any final detailed grant reduction proposals.**

52. **Authority for Attendance At Conference**

RESOLVED that the Cabinet approve the attendance of an Elected Member (to be confirmed), Gail Quinton (Executive Director of Place) and Pete Fahy (Director of Adult Services) at the LGA National Adult and Children Conference to be held in Bournemouth from 14th to 16th October 2015.

53. **Outstanding Issues**

The Cabinet considered a report of the Executive Director of Resources, that contained the list of outstanding issues and summarised the current position in respect of each item.

RESOLVED that the Cabinet notes the dates for future consideration of matters relating to the outstanding issues items listed in the report.

54. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business.

(Meeting closed at 2.25 pm)

Public Document Pack

Coventry City Council

Minutes of the Meeting of Cabinet held at 10.00 am on Tuesday, 13 October 2015

Present:

Cabinet Members:

Councillor Mrs Lucas (Chair)
Councillor Abbott
Councillor Gannon
Councillor Kershaw
Councillor Lancaster
Councillor Maton
Councillor Ruane

Deputy Cabinet Members:

Councillor Brown
Councillor Clifford
Councillor Thomas

Employees (by Directorate):

Chief Executive's: M Reeves (Chief Executive), F Collingham, J Venn

Place: M Yardley (Executive Director)

People: G Quinton (Executive Director)

Resources: C West (Executive Director), C Bradford, R, Dickinson, L Knight, J Newman

Apologies: Councillors Andrews, R Auluck, Blundell, McNicholas, J Mutton, Townshend

Public Business

55. Declarations of Interest

There were no disclosable pecuniary interests.

56. Devolution and Economic Growth - Scheme for setting up a West Midlands Combined Authority

The Cabinet considered a report of the Chief Executive, which set out proposals for the Council in relation to the proposed West Midlands Combined Authority.

A combined authority is a statutory body that would facilitate the collaboration and joint working between local authorities to improve economic development, regeneration and transport in a functional economic area. It is a public body in its own right. On 28 May 2015 Coventry City Council's Cabinet agreed in principle to create a combined authority with a preferred option of councils from Coventry and Warwickshire (and Hinckley and Bosworth) with councils from the Greater Birmingham and Solihull and the Black Country Local Enterprise Partnership areas.

Coventry City Council and the other six West Midlands Metropolitan District Councils had undertaken a governance review on current sub-regional working arrangements which concluded that the creation of a combined authority would improve economic development, regeneration and transport in the metropolitan area, and a geography that includes other councils from the wider Local Enterprise Partnership areas of Coventry and Warwickshire and Greater Birmingham and Solihull could bring even greater economic benefits.

The seven West Midlands metropolitan district councils undertook a joint engagement exercise on proposals for a combined authority in the West Midlands over the summer. As a result of this some district councils from the surrounding area have opted to join the proposed combined authority as non-constituent members. Coventry City Council undertook its own engagement and consultation programme in the city in addition to the West Midlands exercise.

The Government continued its devolution agenda and asked areas to come forward with proposals for a devolution deal with Government for inclusion in the Comprehensive Spending Review in November 2015. Some 38 areas, including the West Midlands, had done so. The decision to set up a combined authority would be subject to specific legislative tests about the benefits such an authority would bring and would be separate to any decision on a devolution deal.

The report indicated that the next stage in the process for setting up a combined authority would be for the local authorities concerned to agree to submit proposals in a Scheme to the Secretary of State for Communities and Local Government, which would inform the provisions of any Order creating a combined authority. A draft Scheme for a West Midlands Combined Authority had been prepared for submission to the Secretary of State that set out the proposed membership of the West Midlands Combined Authority and how it would work, and was attached as appendix 5 to the report. A finalised Scheme was tabled at the meeting and it was noted that this may be subject to one further amendment should Lichfield District Council decide to become a non-constituent member.

The appendices to the report submitted also included details in relation to the West Midlands Authorities' Statutory Governance Review; a statement of intent for a West Midlands Combined Authority; a summary of the City Council's engagement and consultation on the proposals for a Combined Local Authority; a report of the Coventry Citizens' Panel.

As a combined authority must hold the statutory transport function for the area, only local authorities that have the statutory function for transport can be constituent members. This meant the area to be covered by the proposed combined authority will be the West Midlands metropolitan area: Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton, reflecting the current transport arrangements. This would build on and reflect the current West Midlands Joint Committee arrangements that had been in place for almost thirty years. It was proposed that the three Local Enterprise Partnerships would be non-constituent members of the combined authority: Black Country LEP, Coventry and Warwickshire LEP and Greater Birmingham and Solihull LEP. Coventry and Warwickshire LEP took a unanimous decision to join the West Midlands Combined Authority as a non-constituent member at its Board meeting on 5 October 2015.

The three county councils of Staffordshire, Warwickshire and Worcestershire had decided not to join the combined authority although each of them could look to join at a future date, as long as they did not become constituent members of another combined authority. Cannock Chase District Council, Nuneaton and Bedworth, Redditch, Tamworth and Telford and Wrekin Borough Council's had agreed to become non-constituent members of the proposed West Midlands Combined Authority. A decision was also expected from Lichfield following their Council meeting scheduled for 13th October 2015.

Coventry Council could opt not to join a combined authority as it was not compulsory and the Secretary of State could not make decisions for the Council. However, there were clear benefits of working with other authorities on issues at a sub-regional level which the Council would forgo. It would also mean that a devolution deal with Government, although not impossible, would be less likely. It was therefore recommended that, after considering the information available, including the documentation appended to the report, Coventry City Council should join the proposed West Midlands Combined Authority.

RESOLVED that the Cabinet recommend to Council:

- 1. That Coventry City Council should join the proposed West Midlands Combined Authority after considering the information available including the West Midlands statutory governance review and Statement of Intent for the Combined Authority (appendices 1 and 2) and the results of the local engagement and consultation process (appendices 3 and 4)**
- 2. That Coventry City Council should approve the Scheme for a West Midlands Combined Authority for submission to the Secretary of State for Communities and Local Government.**
- 3. That any devolution deal would be subject to a separate and detailed decision by Cabinet and Full Council which would include an analysis of the benefits and risks and the value of the deal to the city of Coventry along with any proposed changes in governance including whether or not to have an elected metro mayor.**
- 4. That any devolution deal for the seven West Midlands metropolitan councils must require a unanimous decision by all the councils concerned.**
- 5. To undertake continued engagement across the city on the development of a combined authority and devolution.**
- 6. To continue to take a full part in the Coventry and Warwickshire Local Enterprise Partnership.**
- 7. To take a full part in and develop the Coventry and Warwickshire sub-regional local authority arrangements jointly with the other councils.**

8. **That the Executive Director of Resources is given delegated authority in consultation with the Cabinet Member for Strategic Finance and Resources to make decisions on the Council's behalf to withdraw from the existing Coventry and Warwickshire Business Rates Pool and agree the terms for entering a new wider West Midlands business rates pool where appropriate.**
57. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of business.

(Meeting closed at 10.15 am)



Public report Cabinet Report

Cabinet
Audit and Procurement Committee

26th November 2015
14th December 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance & Resources – Councillor Gannon

Director approving submission of the report:

Executive Director, Resources

Ward(s) affected:

City Wide

Title:

2015/16 Second Quarter Financial Monitoring Report (to September 2015)

Is this a key decision?

Yes – Cabinet is being asked to approve expenditure in excess of £1m

Executive summary:

The purpose of this report is to advise Cabinet of the forecast outturn position for revenue and capital expenditure and the Council's treasury management activity as at the end of September 2015. The headline revenue forecast for 2015/16 is an overspend of £4.7m. This is a significant deterioration from the £1.0m projected at Quarter 1. At the same point in 2014/15 there was a projected underspend of £0.4m.

The overall revenue position incorporates a headline overspend of £7.7m within the People Directorate, the majority of which relates to Adult Social Care Community Purchasing budgets. These are offset to some degree by underspends within the corporate Asset Management Revenue Account.

Capital spending is projected to be £118.4m for the year. This represents a net decrease of £7m on the £125.4m reported at the first quarter. The Programme comprises £4.4m approved net additions to the programme and £11.1m rescheduling of expenditure into 2016/17.

Recommendations:

Cabinet is recommended to:

1. Approve the forecast revenue overspend at Quarter 1 and the proposed actions to be taken by the Strategic Management Board set out in section 5.
2. Approve the revised capital estimated outturn position for the year of £118.4m incorporating: £4.4m net increase in spending relating to approved/technical changes

(Appendix 2), £11.1m net rescheduling of expenditure into 2016/17 (Appendix 4) and £0.3m net underspend (Appendix 5).

Audit and Procurement Committee is recommended to:

3. Consider whether there are any comments they wish to be passed to Cabinet

List of Appendices included:

Appendix 1	Revenue Position: Detailed Directorate breakdown of forecast outturn position
Appendix 2	Capital Programme: Analysis of Budget/Technical Changes
Appendix 3	Capital Programme: Estimated Outturn 2015/16
Appendix 4	Capital Programme: Analysis of Rescheduling
Appendix 5	Capital Programme: Analysis of Over/Under Spending
Appendix 6	Prudential Indicators

Background Papers

None

Other useful documents:

Budgetary Control 2015/16 file, location CRH 3

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?

Audit and Procurement Committee, 14th December 2015

Will this report go to Council?

No

Report Title:

2015/16 Second Quarter Financial Monitoring Report (to September 2015)

1. Context (or Background)

- 1.1 Cabinet approved the City Council's revenue budget of £238.3m on the 24th February 2015 and a Directorate Capital Programme of £124m. This is the second quarterly monitoring report for 2015/16 to the end of September 2015, the purpose of which is to advise Cabinet of the forecast outturn position for revenue and capital expenditure and to report on the Council's treasury management activity.
- 1.2 The current 2015/16 revenue forecast is an overspend of £4.7m, an increase of £3.7m on the quarter 1 position of £1.0m. The reported forecast at the same point in 2014/15 was an underspend of £0.4m.
- 1.3 Capital spend is projected to be £118.4m, a decrease of £7m since the quarter 1 report. This spend will all be met by resources identified previously.

2. Options considered and recommended proposal

- 2.1 **Revenue Forecast** - The Quarter 2 revenue budget monitoring exercise has identified an overall overspend of £4.7m. Table 1 below provides details of the forecast directorate variances.

Table 1 - Forecast Variations

Directorate	Revised Budget	Forecast Spend After Action/ Use of Reserves	Net Forecast Variation
	£m	£m	£m
Chief Executives	1.7	1.7	0.0
Public Health	(0.4)	(0.4)	0.0
People	165.2	172.9	7.7
Place	27.2	28.7	1.5
Resources	12.5	12.4	(0.1)
	206.2	215.3	9.1
Contingency & Central Budgets	32.1	27.7	(4.4)
Total	238.3	243.0	4.7

The key reasons for the predicted directorate overspends are set out below. A set of specific actions to be taken by Strategic Management Board to address this position are set out in section 5.

2.2 Individual Directorate Comments for Revenue Forecasts

A summary of the forecast year-end variances is provided below. Further details are shown in Appendix 1.

People

Latest estimates indicate a projected People Directorate overspend by year-end of £7.7m, a £4m increase from the Quarter 1 position. The majority of this relates to Adult Social Care Community Purchasing budgets with an over-spend of £4.2m in the areas of Mental Health, Learning Difficulties and Physical Impairment, and £2.5m in Older People. The increased costs now being experienced reflect significant increases in the number of users accessing externally commissioned packages of care in addition to the increasing needs and higher cost packages of existing service users adding to the existing underlying overspends reported at Quarter 1.

The Adults Social Care position also includes a projected £1.7m shortfall in savings targets agreed as part of “A Bolder Community Services” and “Doing Things Differently” programmes in recent Budget exercises. These savings, such as Telecare, rely upon the service managing cost and activity levels. The challenges now emerging in the ability to exercise this control are limiting the degree to which these savings can be delivered.

There are further overspends on Children's Placements of £0.6m (made up from non-delivery of internal fostering target £0.4m and Staying Put £0.2m), and an over-spend on supported accommodation for 17 and 18 years olds of £0.7m. This is offset by some other underspends across the Directorate. The position includes the additional £10m of resource for Children's Services as approved in the budget report; and £2m of the £3m reserve funding set aside. The reserve is being used to offset further overspend in Children's Placements and a £1.2m pressure across children's permanency allowances.

Work is under way to fully understand the position within Adult Social Care and a fundamental review of all People Directorate Budgets is being carried out to ensure this significant Directorate variance can be mitigated both within this financial year and into the future. As an initial step, additional approval processes are being introduced to ensure high cost adult placements are subject to further scrutiny and monitoring of all activity and decision making is being increased.

Place

Place Directorate is forecasting a deficit of £1.5m, caused primarily by the following.

The delivery of the Streetpride & Greenspace structural review, and the School Crossing patrol charging to schools review are both required to deliver the “Doing Things Differently” savings in the 2015/16 Budget. The reductions in spend will be delivered in full, but only implemented part way through the year. This will result in a part year/one off pressures in 2015/16 of £0.6m.

Waste disposal is experiencing year on year pressures. In 2015/16 this is resulting in a projected pressure of £0.7m caused by 2 factors. Firstly a growth in waste disposal tonnages due to both existing 'normal' household growth, and also the expected additional new households that will come into being as a result of the successful growth of the city. In addition, the cost of recycling waste has increased following the retendering of the Material Recovery Facility (MRF or recycling) contract.

Other pressures total c£0.2m. This is primarily due to the Employment Support Service (TESS) which has a financial pressure of c£70k in 2015/16 whilst the service is being remodelled and on-going resources are being sought. The remainder reflects income generating services forecasting shortfalls against budget for the year, primarily in Monitoring and response services (£174k) and corporate catering (£151k), offset by an expected over recovery in Highways (£146k)

Resources

Resources is showing an underspend of £0.1m. This is largely the result of a number of pressures including loss of school income within HR and Workforce services, and some non-delivery of turnover targets, offset against an overachievement of income on the agency rebate, and benefits income. There are a number of volatile areas that can impact upon the Resources Directorate position largely within Revenues and Benefits, such as Housing Benefit Subsidy, Community Support grant, and level of court fees income.

Contingency & Central

Corporate budgets include underspends within the Asset Management Revenue Account (AMRA, £4.3m) and inflation contingencies (£1.5m), and a refund relating to a long-running legal dispute over debt repayments on the Magistrates Court building (£0.9m). They also reflect a £0.5m shortfall in achievement of the City Centre First Project savings and of £0.7m shortfall in the achievement of Commissioning and Procurement savings target. Both the AMRA and contingency budgets are being reviewed currently and will be rebased as part of 2016/17 Budget Setting. Past service pension costs will also be reviewed in the third quarter to examine any scope for flexibility towards the year-end.

2.4 Capital Position 2015/16

Table 2 below updates the budget to take account of £4.4m increase in the programme, £0.1m net underspend and an additional £11.1m which is now planned to be carried forward into future years. This gives a revised projected level of expenditure for 2015/16 of £118.4m. Appendix 3 provides an analysis by directorate of the movement since quarter 1.

The Resources Available section of Table 2 explains how the capital programme will be funded in 2015/16. It shows that 60% of the programme is funded by external grant monies and 29% is funded from borrowing. The Programme also includes funding from capital receipts of £1.1m. A further £4.6m of capital receipts arising predominantly from the sale of Council assets will enable the Council to avoid future borrowing although it is important to note that the majority of the reduced future capital financing costs that will result from this are earmarked to deliver existing Property savings targets.

Overall the capital programme and associated resourcing reflects a forecast balanced position in 2015/16.

Table 2 – Movement in the Capital Budget

CAPITAL BUDGET 2015-16 MOVEMENT	£m
Estimated Outturn Quarter 1	125.4
Approved / Technical Changes (see Appendix 2)	4.4
"Net" Underspending (see Appendix 5)	(0.3)
"Net" Rescheduling into future years (see Appendix 4)	(11.1)
Revised Estimated Outturn 2015-16	118.4
<hr/>	
RESOURCES AVAILABLE:	£m

Prudential Borrowing (Specific Approvals)	21.4
Prudential Borrowing (Gap Funding)	13.2
Grants and Contributions	78.0
Capital Receipts	1.1
Revenue Contributions	4.6
Leasing	0.1
Total Resources Available	118.4

2.5 Treasury Management Activity in 2015/16

Interest Rates

National economic recovery is continuing with quarter 2 growth for 2015 of 0.7%. National wage growth has strengthened over the past year with unemployment falling by 2 percentage points over the last two years. However, further declines in oil prices mean that inflation is likely to remain below 1% until Spring 2016. This would indicate an increase in interest rates may be imminent. However, continuing very low inflation rates & significant weakness in the external environment, mainly caused by China, means that interest rates are expected to remain unchanged until the second quarter of 2016. Even when rates do rise, the pace of the rises will be gradual and the extent of these rises limited.

Long Term (Capital) Borrowing

The net long term borrowing requirement for the 2015/16 capital programme is £24.6m, taking into account borrowing set out in Section 2.3 above (total £36.4m), less amounts to be set aside to repay debt, including non PFI related Minimum Revenue Provision (£11.8m). No long term borrowing has been undertaken for several years, in part due to the level of investment balances available to the authority. Any future need to borrow will be kept under review in the light of a number of factors, including the anticipated level of capital spend, interest rate forecasts and the level of investment balances.

During 2015/16 interest rates for local authority borrowing from the Public Works Loans Board (PWLB) have varied within the following ranges:

PWLB Loan Duration (maturity loan)	Minimum 2015/16 to P6	Maximum 2015/16 to P6	As at the End of P6
5 year	2.02%	2.55%	2.19%
50 year	3.21%	3.78%	3.39%

The PWLB now allows qualifying authorities, including the City Council, to borrow at 0.2% below the standard rates set out above. This “certainty rate” initiative provides a small reduction in the cost of future borrowing. In addition the Council has previously received approval to take advantage of a “project rate” as part of the Coventry and Warwickshire Local Enterprise Partnership (LEP), enabling it to access PWLB borrowing at 0.4% below the standard rate for £31m of borrowing required for delivery of the Friargate Project.

Regular monitoring continues to ensure identification of any opportunities to reschedule debt by early repayment of more expensive existing loans with less expensive new

replacement loans. However, the current premiums payable on early redemption currently outweigh any potential savings.

Short Term (Temporary) Borrowing and Investments

In managing the day to day cash-flow of the authority, short term borrowing or investments are undertaken with financial institutions and other public bodies. The City Council currently hold no short term borrowing.

Short term investments were made at an average interest rate of 0.61%. This rate of return reflects low risk investments for short to medium durations with UK banks, Money Market Funds, Certificates of Deposits, other Local Authorities and companies in the form of corporate bonds.

Although the level of investments varies from day to day with movements in the Council's cash-flow, investments held by the City Council identified as a snap-shot at each of the reporting stages were: -

	As at 30th September 2014	As at 30th June 2015	As at 30th September 2015
	£m	£m	£m
Banks and Building Societies	47.8	76.9	69.3
Money Market Funds	24.3	10.7	6.9
Local Authorities	13.0	0	0
Corporate Bonds	0	21.8	15.6
Total	85.1	109.4	91.8

External Investments

In addition to the above investments, a mix of Collective Investment Schemes or "pooled funds" is used, where investment is in the form of sterling fund units and non-specific individual investments with financial institutions or organisations. These funds are generally AAA rated, are highly liquid as cash can be withdrawn within two to four days, and short average duration. The Sterling investments include Certificates of Deposits, Commercial Paper, Corporate Bonds, Floating Rate Notes and Call Account Deposits. These pooled funds are designed to be held for longer durations, allowing any short term fluctuations in return to be smoothed out. In order to manage risk these investments are spread across a number of funds.

As at 30th September 2015 the pooled funds were valued at £28.7m, spread across the following funds: Payden & Rygel; Federated Prime Rate, CCLA and Standard Life Investments.

Prudential Indicators and the Prudential Code

Under the CIPFA Prudential Code for Capital Finance authorities are free to borrow, subject to them being able to afford the revenue costs. The framework requires that authorities set and monitor against a number of Prudential Indicators relating to capital, treasury management and revenue issues. These indicators are designed to ensure that borrowing entered into for capital purposes was affordable, sustainable and prudent. The purpose of the indicators is to support decision making and financial management, rather than illustrate comparative performance.

The indicators, together with the relevant figures as at 30th September 2015 are included in Appendix 6. This highlights that the City Council's activities are within the amounts set as Performance Indicators for 2015/16. Specific points to note on the ratios are:

- The Ratio of Financing Costs to Net Revenue Stream (indicator 1) is 14.42% compared to 14.83% within the Treasury Management Strategy, in part due to lower levels of Prudential Borrowing resourced capital spend in 2014/15;
- The Upper Limit on Variable Interest Rate Exposures (indicator 10) sets a maximum amount of net borrowing (borrowing less investments) that can be at variable interest rates. At 30th September the value is -£67.8m (minus) compared to +£83.9m within the Treasury Management Strategy, reflecting the fact that the Council has more variable rate investments than variable rate borrowings at the current time.
- The Upper Limit on Fixed Interest Rate Exposures (indicator 10) sets a maximum amount of net borrowing (borrowing less investments) that can be at fixed interest rates. At 30th September the value is £216.8m compared to £419.3 within the Treasury Management Strategy, reflecting that a significant proportion of the Council's investment balance is at a fixed interest rate.

3. Results of consultation undertaken

- 3.1** The early relocation of staff from Christchurch and Spire Houses is an extension of Kickstart and mirrors the organisation agility agenda which was already consulted on as part of Kickstart. A communication strategy will be developed to keep staff fully informed at all stages. The Trade Unions will be briefed as part of the process.

4. Timetable for implementing this decision

- 4.1** The early relocation of staff will commence in early 2016 and be completed in August 2016. The decommissioning of CRH/SH will be completed by the end of September 2016 ready for demolition.

5. Comments from Executive Director, Resources

5.1 Revenue

The quarter 2 position indicates a serious deterioration in the revenue position, overwhelmingly due to a worsening of the position within Adult Social Care (ASC). Work is under way to fully understand this ASC movement including the underlying position in service user numbers and any potential impact of the Care Act.

In overall terms it is clear that the Council faces a significant challenge in order to balance its budgetary control position by year-end. It is some years since the Council has faced an overspend of this scale half-way through the financial year and budget savings made to address reductions in Government funding since 2010 have reduced the Council's capacity to take action part-way through the year. Nevertheless, the forecasted £4.7m overspend position demands urgent attention from Senior Management Board and budget holders across all Directorates and Cabinet is recommended to approve that the following set of actions is pursued to address the budgetary position.:

- The new People Directorate senior management team to initiate a fundamental review of all the Directorate's budgets with a particular focus on areas causing recent increases in cost/activity.
- Place Directorate to seek to identify compensating underspends to help move its overall bottom line towards a balanced position at year-end.
- Resources Directorate to identify opportunities for delivering underspends across its bottom line to compensate likely over-spends in the other Directorates.
- All Directorates to re-energise efforts to apply vacancy control and ensure that recruitment is restricted to operationally essential posts only.
- All options to be explored including technical solutions, that might be available to manage the year-end position including maximising the use of reserve balances to fund in-year spending.

On top of the forecast overspend there is also a key challenge for the remainder of the year to identify resources to fund the costs of early retirement and redundancy that will result from the Council's plans to further reduce its employee numbers going forward. This is covered further in a report on achieving staffing reductions across the Council on today's Cabinet agenda. Work to support this objective has been undertaken by a Working Group looking at reserve balances and previous underspends and early indications are that in excess of £5m has been identified for this purpose.

In terms of the on-going position there are some clear challenges in terms of Adult Social Care and the achievement of savings already built into the Council's budget. Any known underlying pressures have been built into the Pre-Budget Report on today's Cabinet agenda but on-going projects will continue into 2016/17 to deliver savings programmes.

5.2 Capital

The Capital Programme shows a projected balanced position for 2015/16. The borrowing requirement in 2015/16 has fallen to £36.4 (Budget Setting report £45.6m) and the overall level of borrowing continues to be contained within previously approved parameters. Of this, £21.4m relates to spending on specific schemes approved by Cabinet. The remaining £15m predominantly relates to borrowing that has previously been approved but not undertaken. Cabinet is reminded that at the end of 2014/15 available external grant funding of £3.4m along with similar amounts in previous years was used to fund spending which had been forecast to be funded from prudential borrowing. This report incorporates the need now to call on the associated level of Prudential Borrowing approvals not previously utilised. Similarly, there will be a need to incorporate this approach in future years as capital spending is incurred.

The Executive Director, Resources will review the overall level of prudential borrowing undertaken in 2015/16 together with other sources of funding as part of the year end process and continue to re-evaluate future capital spending profiles taking into account economic circumstances, the ability to generate capital receipts and the profile of other areas of significant investment managed by the Council. Due to reasons explored elsewhere within this report relating to the need to identify revenue resources, it is now less likely than previously that tactical use of revenue resources will be deployed as a mechanism to delay borrowing.

The position reported at quarter 1 included cost pressures reported across the Friargate Bridgedeck, Whitley Junction & Public Realm. The extent of these pressures was reported to Cabinet in September and the Capital Programme now reflects those approvals.

5.3 Legal implications

None

6. Other implications

6.1 How will this contribute to achievement of the Council's Plan?

The Council monitors the quality and level of service provided to the citizens of Coventry and the key objectives of the Council Plan. As far as possible it will try to deliver better value for money and maintain services in line with its corporate priorities balanced against the need to manage with fewer resources.

6.2 How is risk being managed?

The need to deliver a stable and balanced financial position in the short and medium term is a key corporate risk for the local authority and is reflected in the corporate risk register. Budgetary control and monitoring processes are paramount to managing this risk and this report is a key part of the process.

6.3 What is the impact on the organisation?

In Quarter 2 there is a forecasted overspend. The Council will continue to ensure that strict budget management continues to the year-end as described elsewhere within the report.

6.4 Equalities / EIA

No impact.

6.5 Implications for (or impact on) the environment

No impact

6.6 Implications for partner organisations?

No impact.

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Appendix 1 Revenue Position: Detailed Directorate Breakdown of Forecasted Outturn Position

Appendix 1 details directorates forecasted variances.

REPORTING AREA	EXPLANATION	£m
PEOPLE DIRECTORATE		
Overspends:		
Mental Health, Learning Disabilities & Physical Impairment	Increasing activity across Adult Social Care (£1.6m) is adding to the continuing significant underlying pressure (£3.8m) which existed at the end of the last financial year. In addition, budgetary savings linked to managing activity levels and reducing cost (£1.7m) are being impacted by the current levels of increased demand. These pressures are partly offset by underspends within Adult Social Care Teams. Additional approval processes are being introduced to ensure high cost placements are subject to further scrutiny and increased monitoring of activity and decision making at all levels is taking place	4.3
Older People	Increasing activity across Adult Social Care (£1.6m) is adding to the continuing significant underlying pressure (£3.8m) which existed at the end of the last financial year. In addition, budgetary savings linked to managing activity levels and reducing cost (£1.7m) are being impacted by the current levels of increased demand. These pressures are partly offset by underspends within Adult Social Care Teams. Additional approval processes are being introduced to ensure high cost placements are subject to further scrutiny and increased monitoring of activity and decision making at all levels is taking place.	2.5
Child Protection	This relates to an activity overspend in discretionary and Section 17 payments to prevent children from becoming looked after (£0.6M). There is also an overspend on Legal (0.4M) as a result of high activity and the use of agency staff. These overspends are partly offset by underspends in Children & Families First and Multi-Systemic Therapy, largely as a result of staffing vacancies.	0.9
LAC Services	The main source of overspend is Children's Placements £0.6M (including the Staying Put Scheme). A pressure of £1.2M in Children's permanency allowances is being offset by 1-off reserve. Changes in policy, and high activity within adoption and special guardianship orders has resulted in unit cost and activity increase. The placements pressure is a result of continuing high numbers of LAC, and placement mix with too high a proportion of LAC in external fostering and residential provision. £0.8M of the £3M 1-off reserve for Children's Services has been applied to the Placements budget to reduce the overspend in line with agreed usage. We are looking to refresh the LAC Strategy alongside additional approval processes to ensure high cost placements are subject to further scrutiny and increased monitoring of activity and decision making at all levels is taking place.	0.8
Strategy & Commissioning (CLYP)	The contract with a key supported accommodation provider (responsible for 81 beds) was terminated by mutual agreement from January 2015. It was expected that some of the capacity gap that was created could be replaced by extending the adult homelessness and ex-offender contract to include young people, but this has not proved possible. The overspend is due to additional spot purchasing and use of B&B to meet demand. A procurement process is in place to provide an alternative solution by 1 April 2016, and further action is being taken to generate additional capacity and reduce the use of B&B in the interim.	0.6
ASC Provider Services	This is a combination of both salary related pressures across Internally Provided Services services as well as a shortfall of income against budget due to higher than normal vacant placements.	0.2
Safeguarding	There has been a slight reduction in agency staff in the Independent Reviewing Officer service. The new structure for the service will be in place by November 2015, including permanent recruitment to the manager posts. There will also be the removal of one Child Protection chair once the number of children subject to a child protection plan reduces to 450 (forecast by the end of March 2016).	0.2
Inclusion & Participation	This overspend mainly relates to transport costs (£459K offset by a number of underspends in other areas), and are attributable to an increase in volume. All travel assistance policies will be reviewed through the formal consultation processes during the Autumn/Spring terms 2015/16. Reduction in expenditure is wholly dependent upon the agreement and implementation of new policies that secure the Council's statutory obligations.	0.1
Business Performance (SPQ)	There is an overspend on School Redundancy costs £284K, which has been partially offset by underspends in other budgets. This is as a result of an increase in the number of staff made redundant by schools this financial year; the cost of which is borne by the City Council. HR and Finance are currently reviewing the regulations with a view to reducing this spend in current and future years.	0.1
Other Variations less than 100k		0.2

REPORTING AREA	EXPLANATION	£m
PEOPLE DIRECTORATE (Continued)		
Underspends:		
SCTEI Strategic Management	This is the financial strategy deployed to balance the directorate's bottom line including Education Services Grant income, and utilisation of non-ring-fenced grant funding for existing expenditure. This cost centre offsets against other pressures within the directorate, and the budget will be allocated across these pressures in 16/17.	(1.4)
Strategic Commissioning (Adults)	This underspend is the effect of early delivery of future budget reductions across a number of contracts.	(0.4)
Business & Cont Improvement	The service has had a number of vacancies, which have now been recruited to. As a result the underspend will reduce by Quarter 3. There has also been a small restructure, which will deliver savings towards the directorate targets.	(0.2)
Early Years, Parenting & Childcare	Underspend as a result of staffing vacancies and over-achievement of nursery income for 2,3 and 4 year olds.	(0.2)
Forecast Overspend/(Underspend)		7.7

REPORTING AREA	EXPLANATION	£m
PLACE DIRECTORATE		
Overspends:		
Streetpride & Greenspace	Streetpride & Greenspace is currently being restructured in order to achieve the MTFS targets totalling £1.5m. Implementation is expected from November 2015 which will result in a part year delivery and therefore a one off pressure of £467k in the current year. In addition, there are pressures arising as a result of Traveller Incursions.	0.6
Waste & Fleet Services	Pressure primarily due to growth in existing household waste disposal tonnages of approx 1% plus a further increase due to the number of new planned households.	0.5
Traffic & Transportation	A combination of income and expenditure pressures within School Crossing Patrols and Monitoring & Response (MRS): The implementation of the School Crossing Patrol review has been delayed and this is likely to cause a pressure of £80k. The MRS pressure (£174k) relates to the delayed delivery of the MTFS commercialisation savings which are being delivered via cost reductions and income growth.	0.3
Corporate & Commercial Catering	£100k trading income deficit due to insufficient activity, together with the slipped delivery of a £50k MTFS optimisation target	0.2
Other Variations less than 100k		0.3
Underspends:		
Directorate & Support	Management actions to offset current and future targets and pressures	(0.2)
Highways	Forecast trading surplus projected due to the higher volume of capital programme works expected in 15/16	(0.2)
Forecast Overspend/(Underspend)		1.5

REPORTING AREA	EXPLANATION	£m
RESOURCES DIRECTORATE		
Overspends:		
Financial Mgt	Overspend as a result of non-delivery of turnover target. Excluding turnover target an underspend of £60K is forecast.	0.2
ICT Operations	Includes £120K non achievement of turnover savings targets as restructure and deletion of other vacant posts and ER/VR reduces ability to deliver turnover targets. A £57k overspend on ICT user support software for one year only, a £20k overspend on software offset by £26k cityfibre income.	0.2
Revenues	Summons activity remains relatively high (1,000 additional issued compared to 2014-15). Additional resource (through Civica) will be needed to deal with the additional work. Since Quarter 1 the forecast has been revised to include the Civica work on council tax and business rates (£200k). Overtime has also been increased as a result of increased tax base (£54k). Low vacancies have meant turnover target (£66k) not met	0.1
Health & Safety	This overspend is a result of underachievement of schools income	0.1
Employment Services	This overspend is a result of under-achievement of the turnover target. There is also some impact from salary costs associated with implementation of Agresso HR system	0.1
Other Variations less than 100k		0.1
Underspends:		
HR Recruitment	This is a result of the Agency Rebate partially offset by under-achievement of Turnover Target.	(0.4)
Benefits	Income from DWP for FERIS work has increased (£200k). Community Support Grants forecast adjusted to show underspend of £59k.	(0.3)
Talent & Skills Team	Forecast salary underspend of £75K due to vacancies in the earlier part of the year. Forecast underspend of £80K due to delays in implementing some training due to changes in People Directorate.	(0.2)
Forecast Overspend/(Underspend)		(0.1)

Contingency & Central Budgets		
Overspends:		
Commissioning and Procurement Savings Target	The Commissioning and Procurement abc review is on course to deliver £7.3m of its £8m target but it is becoming increasingly difficult to deliver the final element of this as contracts start coming round for renewal for the second time in the project's lifetime. Procurement Board and Panel activity will continue to push hard to deliver these savings over the course of 2015/16 and into 2016/17.	0.7
Catering	The School Catering service ceases at 31st August 2015. The overspend represents non - delivery of the income target set by the Fundamental Service Review (384k), and reduced income and contributions towards centralised charges and overheads due to the closure of the service.	0.6
City Centre First Project	Proposals are being drawn up currently to deliver the City Centre First savings going forward although these are unlikely to deliver in-full the current year target.	0.5
Underspends:		
Asset Management Revenue Account	The AMRA position reflects further rescheduling of capital spend at 2014/15 outturn, reducing the Council's planned borrowing needs and debt costs. The AMRA budget is being reviewed currently to ensure that it is soundly based for 2016/17 Budget Setting.	(4.3)
Inflation	The underspends across inflation contingency budgets includes £0.5m in relation to energy. This budget is being reviewed currently to ensure that it is soundly based for 2016/17 Budget Setting.	(1.5)
Legal Refund	The Council has received a refund following a long-running legal dispute over debt repayments on the Magistrates Court building.	(0.9)
Forecast Overspend/(Underspend)		(4.9)

Capital Programme: Analysis of Budget/Technical Changes

SCHEME	EXPLANATION	£m
PLACE DIRECTORATE		
Friargate LLP Public Realm	Friargate LLP are carrying out Public Realm works around the Bridgedeck, we are the Accountable Body for RGF and ERDF grant so these costs will now pass through the City Council's accounts.	2.1
Super Connectivity	Current projections are that £1.2m of this grant will be paid out during 2015/16. Grant funding for this project ends this year.	1.1
International Transport Museum	In January 2014 Cabinet approve the cash flow support to the Transport Museum up to £2m in advance of receipt of grants towards the scheme. This value of loan has materialised to be £600,000 and therefore a technical change has been actioned in the programme to increase the budget. The Transport Museum will be paying back this loan within the current financial year.	0.6
Challenge Fund - Swanswell Viaduct	Summer budget 2015, Challenge Fund tranche 1 approval for £5.5m over three years for Coventry Ring Road A4053 Swanswell Viaduct Major Maintenance.	0.4
Challenge Fund - WM Network Renewal Project	Summer Budget 2015, the West Midlands Integrated Transport Authority were awarded £6.57m, of which Coventry's allocation is £1.765m to be drawn down over the next three years.	0.3
AT7 Centre	As of December 2014 it was anticipated that all rectifications/ payments in relation to the Centre AT7 scheme would be through by the end of March 2015, and the scheme was financially closed. However, not all these works were completed to the project team's satisfaction and therefore some costs were withheld until 2015/16. This technical change is to reopen the scheme to capture these final costs from its original funding of Prudential Borrowing noting that the scheme has still come under budget by c£250,000.	0.2
Nuckle	This change to the programme reflects movement in resources to revenue to reflect the running costs payable to London Midland for Operating the Stations.	(0.3)
SUB TOTAL - Place Directorate		4.4
TOTAL APPROVED / TECHNICAL CHANGES		4.4

Capital Programme: Estimated Outturn 2015/16

The table below presents the revised estimated outturn for 2015/16.

DIRECTORATE	ESTIMATED OUTTURN QTR 1	APPROVED / TECHNICAL CHANGES	OVER / UNDER SPEND NOW REPORTED	RESCHEDULED EXPENDITURE NOW REPORTED	REVISED ESTIMATED OUTTURN 15-16
PEOPLE	2.8	(0.0)	0.0	(0.1)	2.7
PLACE	118.0	4.4	(0.3)	(11.0)	111.1
RESOURCES	4.7	0.0	0.0	0.0	4.7
TOTAL	125.4	4.4	(0.3)	(11.1)	118.4

Capital Programme: Analysis Of Rescheduling

SCHEME	EXPLANATION	£m
PLACE DIRECTORATE		
Condition (Schools)	Funding initially allocated to supporting s278 costs for the PSBP schemes will no longer be required this year as the EFA has confirmed that no further costs will be passed through to the Council. Schemes originally planned have been scaled back due to the uncertainty around the future of some services e.g. Hospital Education Service. Efficiencies have also been achieved on major projects such as Edgewick where costs have been driven down through effective project management. We are developing an extensive condition programme for 2016/17.	(2.1)
Early Years	This has been the result of insufficient early years settings requesting two year old funding. At the moment, the revenue funding provided does not cover the cost of the place, ultimately making it unsustainable long term for many providers	(0.4)
Kickstart - Friargate building	The required utility diversions on site have taken longer than previously expected due to protracted statutory timescales and as a result, the sequence of works has had to be revised. In addition to this, the ground conditions that have been uncovered as a result of the demolition of Copthall House have required some additional treatment which has delayed the core construction of the building.	(3.7)
Public Realm	The emphasis is on delivering the ERDF projects within Public Realm, plus it seems more likely a deal to relocate Nationwide from Broadgate will be completed in the new financial year.	(2.0)
Coventry Station Masterplan	Since Quarter 1 a technical review of the programme costs and profile has brought about a change in rescheduling to bring in line cash-flow to the programme of works. The main area of rescheduling relates to the footbridge and canopy works, since the Q1 submission a decision has been taken regarding the procurement route for the works for the next detailed design stage (GRIP4) to be awarded to Network Rail. The revised cash-flow reflects the accepted Network Rail programme	(1.1)
Warwick Road Station Access	The start date of the station access has slipped from June 2015 to January 2016 due to the fact we had to undertake additional ground investigation works as some old brickwork in the ground was discovered when undertaking utilities diversions. A decision was taken to delay tendering the works until the ground investigation results were available as the extent of the brickwork had potential to result in a redesign on the piles. Tenders were issued in August and we will soon be in a position to appoint a contractor, with a planned start date of January subject to Network Rail approvals	(0.6)
City Centre Destination Leisure Facility	The original estimate of £1.550m in 2015/16 relates solely to Professional fees and this figure was arrived at before the any of the Professional team were appointed. The revised figure of £1.149m now reflects the fees included within their tender as well as the payment profile that accompanied that. The reduction of £401k is therefore purely a revision to the Professional fee profile, meaning that the project is very much still on programme	(0.4)
Canley Regeneration (Prior Deram Park)	The scheme has slipped from completion due to extremely wet ground conditions which made the site unworkable, also due to utility companies who are currently in the area doing works to a neighbouring site. The works will take place once these service connections and diversions are complete; these are forecast to be completed in 2016-17	(0.3)
Growing Places fund	Due to flexible deadlines & large grants to businesses, this fund is able to be spent over a longer period of time	(0.3)

NUCKLE 1.2	The development phase of NUCKLE 1.2 has been delayed while negotiations to sign off the Development Services Agreement were finalised. Whilst the project has been approved in principle by the Department for Transport, and was approved by Network Rail internal projects panel to proceed on the 2nd October, the £5m funding remains to be confirmed subject to the on-going national rail affordability review (the 'Hendy review'). This will not be concluded until November or December 2015, at which point we expect confirmation that the £5m contribution will be released. Approval was given in August 2015 to proceed with the Development phase using Growth Funding to prevent any further delays. On this basis c£300k will be rescheduled into 16/17.	(0.3)
Banner Lane	Detailed design has resulted in accurate pricing of this scheme; therefore £209k is being slipped back into 2016-17.	(0.2)
Far Gosford Street	There has been delays with property owners around the negotiations with our valuers for CPOing their premises which is now causing delays in the project, c£90,000 is being rescheduled into 16/17. In addition funds from the Liveability budget which are used to lever in ERDF/HLF funded projects and will be used in 2016-17 nearer the completion of the projects	(0.2)
Coventry Investment Fund	A cabinet report dated 31/03/2015 has approved an additional £0.6m of budget for Lythalls lane. This will be spent in 2015/16 for project completion before the next financial year. These funds have been rescheduled forward from the CIF unallocated pot.	0.6
SUB TOTAL - Place Directorate		(11.0)

PEOPLE DIRECTORATE		
Housing Policy (Siskin Drive)	In recent discussions the HCA has indicated that a significant amount of its budget is as yet unallocated, so could be available for the Siskin Drive scheme; we are confident that the funding we need will be available. We have planning approval for the scheme and, as much of the preparatory work has already been done, we plan to be on site in 2016-17. The money in the capital budget will be needed for the scheme so it needs to be rolled over into the next financial year. Although it will pay the greater part, the HCA will expect Coventry to make a contribution towards the costs.	-0.1
SUB TOTAL - Resources Directorate		(0.1)

TOTAL RESCHEDULING	(11.1)
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Capital Programme: Analysis Of Over / Under Spend

SCHEME	EXPLANATION	£m
PLACE DIRECTORATE		
RGF3 - Whitley Junction	The project team are carrying out a complete audit of all of the contractor's cost claims and are rigorously challenging all compensation events to ensure that the City Council's costs are minimized. The success of this is evidenced by the fact that the forecast Whitley costs are now £0.3m lower than as reported in the Quarter 1 capital monitoring report.	-0.3
SUB TOTAL - Place Directorate		(0.3)
TOTAL OVERSPEND / (UNDERSPEND)		(0.3)

Prudential Indicators

Indicator	per Treasury Management Strategy	As at 30th September 2015
Ratio of Financing Costs to Net Revenue Stream (Indicator 1) , illustrating the affordability of costs such as interest charges to the overall City Council bottom line resource (the amount to be met from government grant and local taxpayers).	14.83%	14.42%
Gross Borrowing should not, except in the short term, exceed the estimated Capital Financing Requirement (CFR) at the end of 3 years (Indicator 3) , illustrating that, over the medium term, net borrowing (borrowing less investments) will only be for capital purposes. The CFR is defined as the Council's underlying need to borrow, after taking account of other resources available to fund the capital programme.	Year 3 estimate / limit of £495.2m	£368.6m Gross borrowing within the limit.
Authorised Limit for External Debt (Indicator 6) , representing the "outer" boundary of the local authority's borrowing. Borrowing at the level of the authorised limit might be affordable in the short term, but would not be in the longer term. It is the forecast maximum borrowing need with some headroom for unexpected movements. This is a statutory limit.	£494.3m	£368.6m is less than the authorised limit.
Operational Boundary for External Debt (Indicator 7) , representing an "early" warning system that the Authorised Limit is being approached. It is not in itself a limit, and actual borrowing could vary around this boundary for short times during the year. It should act as an indicator to ensure the authorised limit is not breached.	£454.3m	£368.6m is less than the operational boundary.
Upper Limit on Fixed Rate Interest Rate Exposures (Indicator 10) , highlighting interest rate exposure risk. The purpose of this indicator is to contain the activity of the treasury function within certain limits, thereby reducing the risk or likelihood of an adverse movement in interest rates or borrowing decisions impacting negatively on the Council's overall financial position.	£419.3m	£216.8m
Upper Limit on Variable Rate Interest Rate Exposures (Indicator 10) , as above highlighting interest rate exposure risk.	£88.9mm	-£67.9m
Maturity Structure Limits (Indicator 11) , highlighting the risk arising from the requirement to refinance debt as loans mature: < 12 months 12 months – 24 months 24 months – 5 years 5 years – 10 years 10 years +	0% to 40% 0% to 20% 0% to 30% 0% to 30% 40% to 100%	20% 3% 5% 6% 66%
Investments Longer than 364 Days (Indicator 12) , highlighting the risk that the authority faces from having investments tied up for this duration.	£10m	£0m



Public report Cabinet Report

Finance and Corporate Services Scrutiny Board (1)
Cabinet
Council

11th November 2015
24th November 2015
1st 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:**

Medium Term Financial Strategy 2016-19

Is this a key decision?

Yes

Cabinet and subsequently Council are being recommended to approve the Medium Term Financial Strategy for 2016-2019 which involves financial implications in excess of £1m

Executive Summary:

This report presents a Medium Term Financial Strategy (MTFS) for 2016-2019 for adoption by the City Council. The previous strategy was approved in November 2014. This Strategy sets out the financial planning foundations that support the Council's vision and priorities and leads to the setting of the Council's revenue and capital budgets. The Strategy will be considered at the same meeting of Cabinet alongside the Council's Pre-Budget Report that sets out the work undertaken in preparation for the 2016/17 and future years' revenue budgets and capital programme.

The Government's July 2015 Summer Budget announced a further period of public sector spending reductions over the course of the new Parliament and this provides a key backdrop to the Council's medium term financial position. However, further detail on the local future years funding position will not be clarified until after the results of the forthcoming Spending Review, due to be published on 25 November and the Local Government Finance Settlement expected in late December. The high likelihood is that these will confirm continued cuts in Revenue Support Grant for local government on a trajectory which is broadly consistent with cuts made since 2010. Therefore, the fundamental factor shaping the City Council's MTFS continues to be one of unprecedented financial pressure leading to further significant reductions in spending levels that are likely to continue in the period up to 2020 and possibly beyond. Indeed, if the current pattern of local government funding continues, this indicates that in real terms, for every £10 of net budget the Council had available in 2010/11 it has just over £7 now and will have nearer £5 in 2024/25.

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

- A paramount need to protect the most vulnerable people in the city including children at risk, children and young people in care, victims of domestic abuse and vulnerable adults and older people;
- Year-on-year 10% headline cuts to Government resources and a move towards greater complexity and ring-fencing in areas such as social care, health and regeneration;
- Fast population growth causing greater demand or expenditure pressures in areas such as housing, social care and waste disposal;
- An increasing Council focus on promoting growth in the local economy
- Changes to the national frameworks for delivering social care, including where this interacts with the health sector, driven through the Care Act and the Better Care Fund.
- The impact of continued difficult economic circumstances for many, affecting both the number of people seeking support from Council services and the financial performance of the Council's income based services;
- Upward pressure on Pension Fund contributions, in particular to fund pension past service deficits;
- Management of responsibilities in the areas of Business Rates and Council Tax Support that carry with them the risk of significant financial volatility;
- Business Rates and Council Tax income plus locally generated rents, fees and charges becoming an increasing proportion of the Council's funding as government grant falls. Government plans have been announced which are intended to allow councils to retain 100% of Business Rates income before the end of the current Parliament
- The transfer of schools to Academy status putting increasing pressure on the Council's core education functions and other services that trade with the city's schools.
- More complex service delivery models across the Council driven by the need to modernise and rationalise services and work in tandem with partners and neighbouring authorities.
- Continued expectations on the Council to maintain service levels and standards across the full range of core services despite the financial challenges;

In addition, on 13th October 2015 the Council took an in-principle decision to join with other councils across the region to form a West Midlands Combined Authority (WMCA) - a statutory body to facilitate collaboration and joint working between local authorities to improve economic development, regeneration and transport in the area. The precise structure, functions and financial arrangements of the authority continue to be developed at this time. In particular, it is possible that a Devolution Deal will be struck between WMCA and Government, seeing additional delegations and devolution of power and resources to the West Midlands. It is too early to predict the financial implications of this for the City, and the impact on the MTFS.

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

In support of these aims, the City Councils strategic financial approach to the demands that it faces includes:

- A fundamental commitment to protecting the city's vulnerable children, adults and older people.

- Identifying unprecedented savings from new strategies incorporating Kickstart, the Customer Journey and Connecting Communities (formerly City Centre First).
- Integral to these new strategies, changing the relationship between the Council and its citizens reflecting the reality that the Council will provide a smaller range and lower level of services in new ways and out of far fewer locations.
- Leading the drive for economic growth and stimulating the local economy through a combination of the Coventry Investment Fund, externally funded Regional Growth Fund, Growing Places Fund and other Local Enterprise Partnership funding streams, the City Deal initiative and working up the possibility of a WMCA Devolution Deal that will drive economic and business rate growth;
- Moving the Council's main customer facing and office based activities into the newly operational city centre Customer Services Centre and a purpose built office block within the forthcoming Friargate business district in order to regenerate the City, transform the Council and deliver savings.
- Transforming through digitally enabling Council services to deliver efficiencies, improved customer experience and to keep pace with modern ways of working.
- A new Workforce Strategy requiring a significantly smaller workforce working in flexible ways consistent with a modern organisation, ensuring that the Council has the talent in place necessary to deliver the challenging agenda that it faces.
- Doing things differently by considering alternative service delivery models and options for delivering service outcomes in different ways with less reliance on Council delivered services.
- Seeking to optimise the use of pooled or new funding available to support social care and health
- Providing the local planning and infrastructure environment to enable the level of housing growth required to match the growth in the city's population
- Investing in the environmental elements that support the regeneration of the city including its public realm, the city's highways network and its cultural and leisure offer to make Coventry an attractive place to live and work.

Based on initial estimates of future funding settlements, the City Council's indicative financial position moving into the 2016/17 budget setting process shows a major funding gap increasing to £28m in 2018/19 as shown below. This gives a clear picture of the massive financial challenges faced by the Council. This financial position is developed further in the Pre-Budget Report being considered alongside this MTFS at the same Cabinet meeting and can be expected to become yet more acute in the period beyond this MTFS based on ministerial announcements about continued spending cuts.

	2016/17 £m	2017/18 £m	2018/19 £m
Revised Revenue Budget Gap	13.1	15.8	28.0

Recommendations:

- (1) Finance and Corporate Services Scrutiny Board 1 is recommended to consider whether there are any comments/recommendations that they wish to make to Cabinet.
- (2) Cabinet is recommended to:
 - (a) Consider any recommendations from Scrutiny Board 1
 - (b) Agree the report and recommend that Council approve the Strategy.

(3) Council is recommended to approve the Strategy as the basis of its medium term financial planning process.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

Yes

Finance and Corporate Services Scrutiny Board (1), 11th November 2015

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?

Yes

Council, 1st December 2015

Medium Term Financial Strategy 2016-19

1. Context (or Background)

1.1 Financial Background

- 1.1.1 This Strategy sets out the financial planning foundations that support the Council's vision and priorities and leads to the setting of the Council's revenue and capital budgets.
- 1.1.2 The Government spending review announced in July 2015 will be reported in detail as part of the Autumn Statement in late November, with the Local Government Settlement expected in December. However, it is clear that severe financial constraints will remain until at least 2019/20, when the Government has targeted a Budget surplus. The extension of the existing protection of Health, Education and Overseas Aid budgets to cover Defence as well, means that unprotected budgets including local government will need to find national savings of up to £20bn by 2018/19. Government have advised non protected Departments to plan for cuts of 25 to 40%. It can only be assumed that cuts to Local Government funding will be at the upper end of this range.
- 1.1.3 Resources available to Coventry have fallen by c£80m over a four year period to 2015/16, and its Settlement Funding Assessment could fall by a further amount in the region of £40m by 2018/19. Taken together, the austerity measures implemented by the Government will have led to cuts in Coventry's core government funding of approaching 55% over 7 years.
- 1.1.4 Local government has delivered significant savings in recent years and in broad terms the most straightforward savings have already been made. The continued downward pressure on public service resources will have significant future impacts on what councils do and how they do it. A need to radically reassess which services continue to be provided and their nature and scale is further accentuated by the ever increasing demand for services, particularly in the social care arena.

1.2 National Developments

- 1.2.1 Apart from the increasing financial pressures that all public bodies face, there is a range of national developments set out below, which impact on local authorities.
- 1.2.2 The establishment of Combined Authorities provides regions with the opportunity to use powers and resources devolved from government in order to develop services across a number of areas, including the transport, economic development and housing, as well as securing greater finance for localities. A total of 38 proposals have been submitted to government from across the country, including the West Midlands, of which Coventry forms part.
- 1.2.3 The Better Care Fund is now operating with the aim of integrating health and social care services in order to ensure that people receive improved, more personalised care services. From 2015/16 NHS and local government budgets totalling £5.3bn have been pooled between the local authorities and Clinical Commissioning Groups to deliver improved outcomes for citizens.
- 1.2.4 The Care Act represents the most significant reform of care and support in more than 60 years, putting people and their carers in greater control of their care and support. The main provisions were implemented on 1 April 2015. However, the "care cap" through

which the cost of care services to the individual were to be limited to £72k and the associated changes to the means test have now been postponed until 2020.

- 1.2.5 In the regeneration arena, a range of different funding streams, largely of a capital nature, have been made available on a sub-regional basis for local government and businesses to allocate through Local Enterprise Partnerships.
- 1.2.6 Economic growth has been an important part of the Government's financial recovery plans with the intention that tax revenues will recover to help bridge the national budget deficit. The current Business Rate regime whereby local government retains a share of local business rates growth ensures a direct link between growth and income for local authorities and government is now planning to extend this to cover 100% of Business Rates income although details of how and when this will operate remain unclear.
- 1.2.7 Population growth and demographic and socio-economic trends are causing increases in demand or expenditure pressures in areas such as housing, social care and waste disposal. There is a continued dialogue between national and local government on the need for a greater level of new housing building across the country. The ageing population represents an increasing pressure on social care services for older people whilst a range of other societal and health related trends has increased demand both in other adult social care services and in children's social care.
- 1.2.8 Notwithstanding the gradual economic recovery over the recent period, there are continued difficult economic circumstances for many, affecting the number of people seeking to access local government services and those provided by the voluntary sector, working in partnership with local councils. The Summer Budget included proposals for further welfare reform changes, the further impacts of which will be only become clear over time.
- 1.2.9 The schools sector continues to experience greater fragmentation with the move towards free schools and academy schools. The government has indicated that the drive towards schools becoming academies will continue, with the Prime Minister setting out his aspiration that every school should become an academy. This is changing the face of local education provision and reducing the role of councils as local education authorities, putting pressure on the remaining rump of local authority education services and budgets and balance sheets.
- 1.2.10 The Government continues to have a tight rein on the level of Council Tax increases nationally. Council Tax Freeze grants have been provided for authorities that have frozen tax rates whilst caps have been placed (equivalent to a 2% rise) on the level of increase that can be approved without the need for a local referendum.
- 1.2.11 National pension reforms have failed to address the long-term problems of public sector pensions, including the local government scheme. On a national basis, many local councils are likely to face massive increases in employer pension costs over the coming years at a time when budgets are under severe pressure from the reduced grant settlements referred to above.
- 1.3 The Local Economic and Financial Context**
 - 1.3.1 Coventry has significant potential for growth with two global universities, an unrivalled location, exceptional transport infrastructure links and a talent pool for employers to recruit across the region. The Centre for Cities 2015 review of the condition of UK cities presented an encouraging picture of the city's potential with above average growth (by size of city) in the number of business, jobs and housing stock. There is also significant potential for the City to grow as part of a Devolution Deal and/or as a consequence of

High Speed 2 rail link and the ancillary developments which are being planned and which lie within a few miles of the City. However, Coventry's economy is underperforming, in particular the City Centre, being reported previously as 47th in the UK list of shopping Centres despite being the 13th largest City. Coventry recognises the significant headroom for growth and is working hard to provide the economic stimuli it needs to address this.

- 1.3.2** The financial starting point for the Council's MTFS is the forecast position as at budget setting in February 2015, reflected in the table below with a budget gap rising to £28m. The Council's Pre-Budget Report which will be reported to Cabinet alongside this report will incorporate the revisions to this base position. These are likely to include the latest estimate of Government resources, the impact of lower financing costs due to reduced capital programme borrowing and an update on the Council's Council Tax and Business Rates resources. At the time of writing, it is expected that the balance of these changes will close the revenue gap for 2016/17 although it is fully expected that significant gaps will remain for future years.

	2016/17 £m	2017/18 £m	2018/19 £m
Revenue Gap per 2015/16 Budget (Feb 2015)	13.1	15.8	28.0

The level and nature of activity within the Council's social care services is creating very large cost pressures whilst it also faces significant challenges in delivering the budgeted service and workforce transformation savings from Kickstart (including customer journey), Workforce Strategy, Connecting Communities and Doing Things Differently. These existing savings rise to £40.4m by 2017/18. Further work is on-going to establish the likely medium term implications of these issues and the strategies for addressing the budget challenges resulting from them. However, it is important to recognise that detailed plans do not yet exist for delivering all of the savings required. The Council needs to maintain a very clear focus on identifying and developing the specific transformation approaches that will be necessary to achieve existing targets in the MTFS and ensure that all the relevant stakeholders are involved in and have an opportunity to shape these approaches.

- 1.3.3** The current Capital Programme approved in February 2015 per the table below, provided for a number of large investment programmes across the city including the construction of the Council's Friargate office; Coventry Station Masterplan; Nucleo rail project; a new city centre leisure facility, as well as investment in school buildings and business development. The Programme will be updated as part of the 2016/17 Budget including an assessment of the sources of funding and the degree to which the Council will need to undertake borrowing to fund expenditure.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Capital Programme Spend	124.8	60.3	41.3	17.5

- 1.3.4** The Council's **reserve balances** (£84.5m as at 31st March 2015) have been reviewed recently as part of a joint officer/member working group which has assessed their adequacy for current known liabilities and approved policy commitments. As part of this exercise £5.2m of balances have been identified as being able to be freed up to

contribute to the Council's corporate Budget Setting process, through the funding of employee severance costs which in-turn will facilitate the future transformation savings required. The Council's uncommitted working balance which stands currently at £5.2m (£7.3m at 31st March 2014), equivalent to 2.2% (2.8% at 31st March 2014) of the net revenue budget, is maintained to cover unforeseen financial problems. The review determined that this balance remains at an appropriate level.

2. Options Considered and Recommended Proposal

- 2.1 The remainder of the report contains the proposed Medium Term Financial Strategy. It is recommended that Cabinet and Council approve the Strategy subject to any comments or changes from Finance and Corporate Services Scrutiny Board. The Strategy is structured around three core elements:
- The Council Plan;
 - Strategic Policy Assumptions within the MTFS;
 - Strategic Financial Management Framework;

2.2 Council Plan

- 2.2.1 The MTFS rests on the principles, visions and priorities set out for the City within the Council Plan, which was revised in July 2015. In summary these are:
- Globally Connected: promoting the growth of a sustainable Coventry economy that benefits the city and making sure that residents share in the benefits;
 - Locally Committed: improving the quality of life for Coventry people by working with local communities and especially for our most vulnerable residents;
 - Delivering our Priorities with Fewer Resources:
 - Making the most of our assets;
 - With active citizens and strong and involved communities.

The full plan is available on the Council's website or via the following link: [Coventry Council Plan - July 2015](#)

- 2.2.2 In 2014 the Council received the 2014 Ofsted Inspection Report which assessed the Council's Children's Services as inadequate. Amongst other measures this has led to a need to increase capacity within the service to ensure appropriate caseload levels for social workers. In addition, there has been a very significant increase in the number of referrals to the Council's social care service causing a heightened focus on this area. Protection of these vulnerable children is the paramount policy priority for the Council and as part of 2015/16 Budget Setting the Council approved a very significant financial investment to ensure that the service is resourced to meet its immediate demands across the city. Over the medium term, it will be necessary to ensure that social care and early intervention services are delivered in a way that strikes an appropriate balance between service need and the achievement of value for money.

2.3 Strategic Policy Assumptions within the MTFS

- 2.3.1 The policy assumptions that will drive the Council's financial strategy are set out below.
- 2.3.2 The Council's transformation programme is now centred on four key overlapping strategies: **Kickstart**, incorporating **Customer Journey**; **Connecting Communities** (formerly City Centre First); **Workforce Strategy** and **Doing Things Differently**. These

strategies are aligned to and are being driven by an extensive rationalisation of the Council's office estate, investment in new technology to support agile working and an improved customer experience including a shift towards enabling the Council's customers to self-serve on line.

- 2.3.3 The **Kickstart and Customer Journey** projects will provide a platform for modernising the way the Council works and be a springboard for Council members and officers to operate in far more streamlined and cost effective ways. The Friargate business district regeneration project adjacent to Coventry railway station continues to advance. The replacement of the ring road junction and the construction of the first office building as the Council's office base provide a visible sign of the major change in the city. This regeneration project is critical for delivery of jobs and business rate growth for the City, to attract new businesses, boost confidence, to increase city centre footfall, to help facilitate the City Centre South development and to generate economic prosperity for the City.
- 2.3.4 In addition, the **Customer Journey** project will help to change the way that citizens access services, with decreasing dependence on face to face services except for the most vulnerable and increasing use of web-based solutions which are more convenient for many of the Council's customers. The establishment of the imminent Customer Services Centre in Broadgate House will provide a focus for customer contact within the city centre.
- 2.3.5 The Council's Connecting Communities programme savings target (formerly City Centre First) was established with the aim of rationalising the Council's suburban estate and delivering or co-ordinating a range of services from a smaller number of suburban hubs. Further work has continued to explore the best way of delivering the strategy and this will result in a forthcoming report recommending a series of proposals as a basis for consultation.
- 2.3.6 The Council's **Workforce Strategy** has already seen a number of actions put into practice including a voluntary redundancy programme within 2014/15, centralising the management of salary budgets and tight control over filling any vacant posts. Further work continues to consider the range of potential options on offer. This will include a further voluntary redundancy programme and other potential steps that could affect pay and conditions for Council employees. Any such changes will be subject to member approval and consultation with the Trades Unions.
- 2.3.7 **Doing Things Differently** incorporated a number of individual savings proposals, some of which began to introduce the concept of changing the Council's relationship with its citizens. This entails encouraging those who are able to, to do more for themselves so that the Council can focus its scarce resources on the most vulnerable citizens. In order to direct services to those in most need the Council, at a time of great financial pressure, will continue to engage in a conversation with the people of Coventry in order to manage down the demand for services. To achieve this, the Council will gain greater understanding of its communities and insight into what the different needs are across the city. This will put it in a stronger position to roll out new service delivery models and options for delivering service outcomes including co-designed services, social and mutual enterprises and Coventry citizens playing a greater role in the future of the City. In addition, the Council will engage in new ways of working across the City embracing digital platforms to reach new sections of the community.
- 2.3.8 The development of the **West Midlands Combined Authority** provides both the City and the region with a significant opportunity to secure greater devolved powers and resources, and create a structure that can help facilitate economic growth across the region and improve the degree of integration in other areas, specifically transport in the first instance.

- 2.3.9 Although the introduction of the cost cap under the Care Act has been postponed until 2020, a number of changes have now been implemented within care services. In particular, the Council will work co-operatively with the local (Coventry and Rugby) Clinical Commissioning Group, with the intention of improving personalised care for those in need. The integration of services and the pooling of resources within the Better Care Fund support this drive to improved services. However, the demand and associated cost pressures remain.
- 2.3.10 The Council continues to work with partner organisations to invest in the regeneration of the City and lead a drive for economic growth. Projects such as the Cathedral Lanes redevelopment and FARGO have been supported through the Coventry Investment Fund (CIF). The fund, has made available up to £50m to maximise business related capital investment and support growth initiatives. The CIF builds on the success of other externally funded programmes such as the Regional Growth Fund, Growing Places and the City Deal initiative, complementing existing funding streams and meeting the gap not addressed by these funds.
- 2.3.11 The Council will continue to consider the timing and options to proceed with plans for the City Centre South project, designed to regenerate a significant part of the city centre. The progression of the City Centre Leisure facility, further city centre Public Realm works and Friargate will complement any future City Centre South project, which will only go forward on the basis an improved retail offer based on a sustainable financial model.
- 2.3.12 On a case by case basis the Council will provide commercial loan finance to key organisations, such as Coombe Abbey Hotel, to give opportunities for important local businesses to develop and flourish. The starting point for this type of arrangement is that it will be no worse than cost neutral to the Council and that it will support the regeneration of the city and/or that it will protect the Council's financial or strategic interests.
- 2.3.13 Through the Local Plan the Council will work with its neighbours to secure the most appropriate and sustainable locations for housing growth across the housing market area. In order to facilitate the growth in the local population and housing stock, work will continue to invest in the city's highways network and local transport infrastructure which will help to ensure that Coventry both is, and is perceived to be, open for business. Investment will also continue in the making Coventry an attractive place to live and work, with further works on the city's public realm and local leisure facilities for instance. The Council will take advantage of opportunities offered by the Community Infrastructure Levy, chargeable on new developments, to support improvements in infrastructure to support growth within the city.
- 2.3.14 The 2015/16 approved capital programme includes £11m of funding from revenue resources of which over £6m is on-going. The need to identify one-off revenue resources to help support balancing the revenue budget has led to consideration of whether this approach remains appropriate or whether use of Prudential Borrowing could be used as an alternative. This would free up revenue, allowing resources to be directed towards making the savings required within the medium term revenue programme. The use of Prudential Borrowing would spread the cost impact over a number of years, better matching the period over which the capital assets are used. However, higher Prudential Borrowing would increase the Council's debt and the cost of interest over the longer term. The Council's approach will be to continue to fund on-going programmes of capital spend in the areas of highways, property and ICT from on-going revenue sources. However, it will seek to minimise any further revenue funding of capital, in particular where the capital expenditure is of a one-off nature.

2.3.15 The Council funds its capital borrowing repayments by making an annual Minimum Revenue Provision (MRP) charge to revenue, in line with its MRP policy. The underlying requirement is that MRP should be at a prudent level. In the light of severe financial pressures many authorities are rescheduling MRP in order to reduce the short term revenue burden, but in a way that is prudent given the long term nature of local authority debt and assets. The Council will consider its MRP policy in order to ensure that it is both prudent and affordable. Any proposed changes to the policy, together with associated savings, will be brought forward for approval within the Budget Setting report.

2.3.16 The Council will continue to drive towards **Income Maximisation** through a number of routes:

- maintaining the Council's default position that **fees and charges** should increase annually in line with inflation;
- **generating capital receipts** where there is a clear business case for doing so by disposing of property and thereby providing funds for capital reinvestment in services, driving growth or making savings through the repayment of debt.

2.3.17 The Council is obliged to work towards ensuring that 100% of its pension liabilities within the West Midlands Pension Fund are funded. The current level of funding is at or around 70%. In the light of this the Council's contributions to the pension fund, in particular in relation to the costs of past service, are planned to increase very significantly up to 2016/17 and this increased cost is included within the Council's financial plans. The period from 2017/18 may see further pressure to increase contributions as a result of the forthcoming triennial review. The Council will work with the West Midlands Pension Fund to agree employer pension contributions that strike a balance between increasing the funding level over the long-term and being sustainable and affordable in relation to the Council's overall financial position.

2.3.18 Local authorities continue to be responsible for setting levels of **Council Tax Support**, but with a 10% reduction in resources. The financial risk therefore remains with local government. A public consultation exercise has just concluded on Council proposals to reduce the level of support and the results of this will be reflected in the Council Tax Support policy due to be approved by Council in January 2016.

2.4 Strategic Finance Management Framework

2.4.1 The Strategic Financial Management Framework encompasses the Council's strategic financial management processes and also the key financial assumptions on which the MTFS rests.

2.4.2 The **financial management processes** that underpin the MTFS are:-

- A corporate planning and monitoring process that considers capital and revenue together;
- Overall direction undertaken by Strategic Management Board (SMB);
- A framework founded on delegation and clear accountability, with budgets managed by the designated budget holder, reported through Directorate Management Teams, SMB, Cabinet and Audit and Procurement Committee;
- A drive to identify efficiencies and achievable savings to enable the Council to optimise delivery of its policy priorities
- Strong project management approaches, including a specific focus on cost control;

- The establishment of a balanced revenue budget and capital programme over the medium term planning period.
- The **management of reserves** in a way that supports the MTFS and the Council's priorities. In particular, the City Council's approach is based on:
 - A policy that reserves are not to be used to: (i) meet on-going expenditure or (ii) fund capital expenditure other than for mostly short life asset rolling programmes or in exceptional circumstances, for capital schemes of major importance;
 - The classification of reserves as a corporate resource, with Cabinet via Strategic Management Board considering the application of budgeted amounts unspent at year end;
 - Holding reserves for a clearly identifiable purpose. This will include protecting against known or potential liabilities, at a minimum level consistent with adequate coverage of those liabilities, taking into account the overall level of risk faced by an organisation of the City Council's size.

2.4.3 The key financial or technical assumptions that underpin the MTFS are:

- The Council will plan for Government grant settlements based on estimates informed by the outcome of the Government's July 2015 Spending Review and the local government sector's interpretations of the impact of this. Significant uncertainty remains about what this will mean in any great detail but it is clear that the Council will need to plan based on a continued downward trajectory of Government resources with a planning assumption of on-going reductions of c10%;
- As a technical assumption, Council Tax increases of just under 2% per annum will be built into the MTFS. This will be subject to political debate and decision as well as any changes in the Government's capping criteria and interaction with Council Tax Freeze Grant proposals;
- 1%pa pay awards will be assumed until 2019/20 in line with indicative Government announcements. Subsequent to its initial announcement of the 1% level the Government has indicated that it expects this to be the average rate of increase, with particular pay settlements potentially being either above or below this. This will be kept under close review;
- Business Rate income will be assumed to be inflated broadly in line with recent CPI inflation levels but flexed each year where shorter term inflation expectations dictate. In addition, the Council's local share of Business Rate growth has been built in equivalent to £1m in 2016/17. Further increases in future years will be subject to review during the Budget Setting process;
- Planning on the basis of the underlying Council Tax-Base growing at 0.6% per annum in line with historical trends but flexed each year where shorter term expectations dictate;
- The budget for the Council's Asset Management Revenue Account has been reviewed in detail, and this can allow resources to be released. This review has been based on a number of assumptions including: no new borrowing in the next 4 years, with cash needs being met from existing cash balances; capital expenditure being resourced from prudential borrowing consistent with that set out in the capital programme; and a gradual rise in interest rates over the planning period;
- Forward financial estimates will be guided by existing CPI inflation levels in line with practice adopted across a broad range of public sector areas. This will provide the financial planning benchmark for increases in fees and charges and any areas of expenditure subject to specific inflation requirements. Actual increases in fees and

charges will depend upon local factors such as the need to generate sufficient income to meet the cost of trading services. The majority of non-employee based expenditure budgets will not be inflated – the assumption will be that continued procurement and commissioning work plus underlying efficiency savings and downsizing will deliver savings equivalent to the cost of inflation. A number of areas subject to external contracts are more likely to reflect inflation patterns dictated by pay inflation and this expectation will be built into Council budgets in the affected areas.

- The Council's Minimum Revenue Provision (MRP) policy will be based on an approach that is both prudent and affordable in a way that reflects the long term nature of local authority debt and assets.

3. Results of consultation undertaken

- 3.1 No consultation has been undertaken as part of the MTFS. The implementation of the Strategy through Budget Setting and other individual projects, programmes and initiatives will be accompanied by specific consultations as appropriate.

4. Timetable for implementing this decision

- 4.1 The MTFS will underpin the proposals and approaches that will be set out in the forthcoming Pre-Budget Report and will be implemented in parallel to the proposals for setting the 2016/17 Budget.

5. Comments from the Executive Director of Resources

5.1 Financial implications

The main body of this report is concerned wholly with financial matters. It is important that the assumptions and principles detailed in the Strategy are adopted in order for the City Council to be able to deliver balanced budgets over the medium term.

Taking into account both the strategic policy and financial management assumptions set out in the report, some revisions to the base position that have emerged since February and some initial estimates of savings that may derive from the strategies outlined in the report, a revised projected gap will be set out in the forthcoming Pre-Budget Report.

Moving into the 2016/17 Budget Setting process there is still a forecast gap rising to £28m in 2018/19 which is expected to rise in the years beyond that. Coventry faces the challenges and major policy choices faced by many other authorities in recent years. Specifically, the Council will need to decide which areas of service are open to review and which are to be outside of scope for savings. The greater the number of areas that are outside the scope for savings, the greater will be the impact on the remaining services. However, the size of the gap makes it inevitable that areas not previously considered will now need to be reviewed and some services will be delivered differently or quite possibly not at all.

5.2 Legal implications

The proposals in this report provide the foundations to allow the Council to meet its statutory obligations in relation to setting a balanced budget by mid-March each year, in accordance with Section 32 of the Local Government Finance Act 1992 and section 25 of the Local Government Act 2003.

6. Other 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 will be faced with increasingly challenging resource constraints over the remainder of this decade. Over time the initial focus to identify savings options that are intended to have as little adverse impact as possible on services to the people of Coventry will inevitably give way in the future to service changes that will have a more marked effect on front-line services. Within these very difficult circumstances, the MTFS is closely aligned to the Council Plan priorities that are so critical to ensuring the city's success.

6.2 How is risk being managed?

Inability to deliver a balanced budget is one of the Council's key corporate risks. The proposals within this report are aimed at mitigating this risk by providing a robust platform from which to deliver balanced budgets. The Council's process for addressing risk is being reviewed currently.

6.3 What is the impact on the organisation?

The Council will need to make some decisions about which are its core priorities and which services it considers that it can no longer afford. It will also need to become more flexible about the mechanisms through which it delivers its services. In addition, the Council continues to use Early Retirement/Voluntary Redundancy opportunities as the key mechanism by which it is able to reduce staffing levels across the Council. It is anticipated that this mechanism will continue to be used and that the Council will continue to reduce employee numbers over the course of the Strategy.

6.4 Equalities / EIA

Equality impacts that flow from proposals within the Council's budget will be subject to assessment prior to the relevant decisions being taken. The forthcoming Pre-Budget Report will provide a further indication of how any equality issues will be managed.

6.5 Implications for (or impact on) the environment

No specific impact

6.6 Implications for partner organisations?

The Council's financial plans will have a significant impact upon the way in which it works with its partners over the coming years. The implications of these changes will become clear as individual changes are identified.

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To: Cabinet

Date: 26th November 2015

Subject: Medium Term Financial Strategy 2016-19

1 Purpose of the Note

- 1.1 To inform Cabinet of the outcome of the Finance and Corporate Services Scrutiny Board consideration of the Medium Term Financial Strategy 2016-19 at their meeting on 11 November 2015.
- 1.2 To update members of the impact on the report of the change of Cabinet date.

2 Recommendations

- 2.1 That Cabinet consider incorporating the findings and recommendations of the Reserves and Underspends Working Group into the Medium Term Financial Strategy to address part of the budget shortfall for 2016/17.
- 2.2 That Cabinet notes that the change of date of Cabinet has not led to any changes to the report.

3 Information/Background

- 3.1 Scrutiny Board was informed that an informal member Reserves and Underspends Working Group had met outside the Scrutiny process and that the Group's findings and recommendations were being incorporated into the forthcoming Pre-Budget Report. Discussion centred around the impact of this on the Medium Term Financial Strategy and Recommendation 2.1 was agreed as a result.
- 3.2 Subsequent to the meeting the Cabinet date was amended from 24th November to 26th November. Due to the report having been considered already by Scrutiny Board 1 the report has not been amended retrospectively. This means that the report continues to show the previous Cabinet date.
- 3.3 In addition, the Government's Spending Review announcement (due on 25th November) is now expected to have been received before Cabinet meets. The previous position was that the Cabinet would consider the MTFs before the announcement. This does not affect the Medium Term Financial Strategy, which includes the key assumption that "The Council will plan for Government grant settlements based on estimates informed by the outcome of the Government's July 2015 Spending Review and the local government sector's interpretations of the impact of this". The Council's understanding of this announcement therefore does not impact on the MTFs but will be incorporated into the final Budget Report in February.

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Public report Cabinet

Cabinet

26th November 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:

Pre-Budget Report 2016/17

Is this a key decision?

Yes

Cabinet is being recommended to approve, as a basis for consultation, the spending and savings proposals for 2016/17 and future financial years as adjustments to the Council's Budget.

Executive Summary:

This report sets out a set of Budget spending pressures and saving proposals for 2016/17 and beyond as a basis for consultation. This is in the context of very large funding cuts across the public sector since 2010 that have affected local government disproportionately badly.

The Government's July 2015 Summer Budget signalled a further period of public sector spending reductions and the proposals in this report include some prudent estimates about what this mean for the Council in terms of expected funding cuts. However, the details of this will only be known both when the Government Spending Review is published on 25th November and the Local Government Finance Settlement is announced, probably on either 18th or 21st December. These details could be significantly different to the estimates that have been built in.

At the start of 2016/17 budget setting, the Council faced a budget gap of £13m rising to £28m over the next three years. The proposals in this report reduce the 2016/17 gap to £2m and maintains the medium term position at £28m. Further details are provided on a line by line basis in Section 2 and Appendix 1.

Sitting behind the overall financial approach is the Council's commitment to protect its most vulnerable citizens and to deliver a range of core services to everyone in the city. There are three elements in the Councils approach that are fundamental to achieving this:

- Maintaining an absolute commitment to the growth and regeneration of the city to enable the Council to take greater control of its own financial destiny,

- Overhauling and modernising Council services and implementing savings plans already built into the existing budget,
- Challenging current budget provision and technical assumptions across the Council to ensure that they can best support its medium term financial plans.

The large majority of the new proposals in this report are technical in nature and will not affect services to the public. The on-going process of implementing savings across a 3 year period agreed as part of the 2015/16 Budget will, however, continue in the short to medium term and delivery of these savings remains crucial to maintaining a balanced budget position.

The most significant new savings proposals for 2016/17 include increased Council Tax revenue reflecting the growth of the city and strong collection performance, and a reduction in the amount that the Council will need to set aside to repay its debt if it approves a new Minimum Revenue Provision Policy. This new policy will form part of the final Budget Report in February.

This report proposes that the budget consultation is carried out on the basis that the Council will increase Council Tax levels by the maximum amount allowable by Government without triggering a referendum. The assumption here is that this level will be 2% although this could be set lower and the threshold is unlikely to be announced before the end of January.

Recommendations:

Cabinet is recommended to:

- (1) Approve the content of the report, the revenue spending and savings options in Section 2 and Appendix 1 and the broad Capital Programme proposals in sections 2.7 and 2.8 as the basis for the Council's budget consultation process
- (2) Approve the proposed approach on Council Tax in 2.9.

List of Appendices included:

Appendix 1 – Pre-Budget Financial Proposals

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

Pre-Budget Report 2016/17

1. Context (or background)

- 1.1 The Government's July 2015 Summer Budget signalled a further period of public sector spending reductions. This should now have been reported as part of the Government Spending Review announcement expected on 25th November, with the Local Government Settlement expected potentially on 18th or 21st December. It is clear that severe financial constraints will remain until at least 2019/20, when the Government has targeted a Budget surplus. The extension of the existing protection of Health, Education and Overseas Aid budgets to cover Defence as well, means that unprotected budgets including local government will need to find national savings of up to £20bn by 2018/19. Government had advised non protected Departments to plan for cuts of 25% to 40% and at the time of writing Local Government has not received any official indication of what reductions to expect within this range.
- 1.2 Resources available to Coventry have fallen by c£80m over a four year period to 2015/16, and its Settlement Funding Assessment could fall by a further amount in the region of £40m by 2018/19. Taken together, the austerity measures implemented by the Government are likely to have led to cuts in Coventry's core government funding since 2010 of approaching 60% by the end of the decade.
- 1.3 This means that the Council needs to plan for reductions in its Budget for 2016/17 and this report incorporates some initial proposals to tackle this requirement as a basis for consultation. At the starting point of 2016/17 budget setting, the Council faced a budget gap of £13m rising to £28m over the next three years.
- 1.4 This report incorporates some prudent estimates of expected funding cuts. It is important to say at the outset that the final details could be significantly different to the estimates that have been built in. There have been some large differences of opinion within the sector about how the Government might apply the cuts across Departments. There are further questions about how distributional impacts might apply depending on what the Government chooses to do with the New Homes Bonus for instance.

Table 1: Current Forecast Reductions in Government Resources 2016/17 to 2018/19
(subject to Local Government Settlement)

	2015/16	2016/17	2017/18	2018/19
Revenue Support Grant, Top-Up Grant and Local Business Rates £m	136.2	119.3	110.3	96.0
Resource Loss (Year-on-Year) £m		16.9	9.0	14.3
Resource Loss % (Year-on-Year)		12%	8%	13%
Cumulative Resource Loss (on 2015/16 Levels) £m		16.9	25.9	40.2
Cumulative Resource Loss % (on 2015/16 level)		12%	19%	30%
Cumulative Resource Loss % (on 2010/11 level)		45%	49%	56%

- 1.5 Within the context of continued downward pressure on local government resources the City Council's Medium Term Financial Strategy (MTFS) on today's agenda and due to be approved by Council on 1st December, sets out the national and local context in which the Council is operating. Prior to setting the final Budget in February, the Council will be required by law to establish the Council Tax and Business Rates tax-bases for 2016/17 and declare any projected deficits or surpluses from 2015/16.
- 1.6 Sitting behind the overall financial approach is the Council's commitment to protect its most vulnerable citizens and to deliver a range of core services to everyone in the city. There are three elements in the Councils approach that are fundamental to achieving this:
- Maintaining an absolute commitment to the growth and regeneration of the city to enable the Council to take greater control of its own financial destiny,
 - Overhauling and modernising Council services and implementing savings plans already built into the existing budget,
 - Challenging current budget provision and technical assumptions across the Council to ensure that they are best placed to support medium term financial plans.

These are considered below.

- 1.7 The challenging circumstances facing local government and the Government's recent announcement that it intends to transfer responsibility for 100% of Business Rates to it mean that Councils must become increasingly self-reliant in the future. In this knowledge the Council remains absolutely committed to leading the drive for economic growth and the regeneration of the city as the route to growing its economy, providing jobs and increasing tax revenues. There are numerous tangible signs that this commitment is proving successful across the city and the Council's financial plans are designed to consolidate this. These elements do not feature within the main recommendations of this report but continue to form a fundamental part of the Council's strategic approach in order to maximise the Council's ability to secure its financial future.
- 1.8 The MTFS outlines the key strategies needed to enable the Council to balance its budget in the medium term. Much of the focus remains on delivering existing medium term savings proposals set out during 2015/16 Budget Setting - Kickstart and the Customer Journey; Connecting Communities (formerly City Centre First); the Workforce Strategy; and Doing Things Differently. The savings from these proposals step up to £27m in 2016/17 (from £15m) and further detailed work is on-going to enable them to be implemented. This remains a key focus for both councillors and officers. These previous savings proposals represent significant changes to services provided by the Council, overhauling and modernising the way that many of its services are delivered.
- 1.9 This report includes savings proposals, the majority of which are technical in nature and will not affect services to the public. This reflects an approach of maximising the degree to which the Council can streamline existing Budget areas, identify areas that underspend on a regular basis, challenge existing financial practice and identify unnecessary reserve balances. The most significant savings proposals include increased Council Tax revenue reflecting the growth of the city and strong collection performance plus a reduction in the amount that the Council will need to set aside to repay its debt if it approves a new Minimum Revenue Provision Policy. This new policy will form part of the final Budget Report in February.
- 1.10 This report proposes that the budget consultation is carried out on the basis that the Council will increase Council Tax levels by the maximum amount allowable by Government without triggering a referendum. The assumption here is that this level will be

2% although this could be set lower and the threshold is unlikely to be announced before the end of January.

2. Options considered and recommended proposal

- 2.1 The remainder of the report details the financial position facing the Council and the specific proposals put forward for consultation.
- 2.2 Following the 2015/16 Budget Report the Council faced an initial budget gap of £13.1m rising to £28.0m. A number of changes to the base position have emerged since then and a range of new savings proposals and expenditure pressures identified which together move towards balancing this position. These proposals have been itemised below and described further within Appendix 1.
- 2.3 The 2015/16 Budget Report and 2016-19 MTFS outline the key strategies identified previously that will help the Council to balance its budget over the medium term incorporating Kickstart and the Customer Journey, Connecting Communities, Workforce Strategy and Doing Things Differently. The need to deliver these savings as they step up over the next two years mean that delivery of them remains a key element of the Council's budgetary approach.
- 2.4 The new savings proposals nearly all represent technical measures that will not have a significant impact on services or citizens. The major ones are described briefly below:
- Council Tax-Base - This represents a significant improvement in the level of Council Tax income that is likely to be available. It reflects increases in the city's tax-base and continuing reductions in the level of Council Tax Reduction Scheme payments.
 - Council Tax Estimated Outturn - Combined 2014/15 actual Council Tax surplus and 2015/16 projected surplus in excess of previous estimates. This reflects the in-year impact of the factors described in the bullet point above plus the positive impact of improved Council Tax collection performance.
 - Asset Management Revenue Account - This incorporates the revenue financing costs of capital spending. Continuing low interest rates and the re-profiling of capital spend mean that there will be a significant saving in this area although steps taken to re-base the budget last year mean that the savings are lower in relative terms than they have been in previous Budget years.
 - Minimum Revenue Provision (MRP) – This deals with how the Council budgets for future debt repayments and the plan in summary is for the Council to repay debt over longer periods, albeit in a way that remains prudent and subject to agreement with the Council's external auditors. The revised MRP policy will be set out in the final Budget Report.
- 2.5 There are three major changes (one saving and two expenditure pressures) that have a major service dimension:
- The first of these relates to reducing the cost of **Children's Social Care**. This is an area of activity that has featured regularly in the Council's Budget process in recent years reflecting some large increases in activity and cost in some years but also efforts to achieve transformational savings that begin to scale back the amount that the Council spends on this area in other years. 2015/16 Budget Setting resulted in an extra £10m (on-going) and £3m (one-off) being added to the Budget although it was recognised at the time that this was not sustainable over the medium term. The proposal in this report is now to reduce the requirement to £9m plus £2m in 2016/17 (needing a further £1m of one-off funding) and £8m in 2017/18. Work is now underway to begin to reduce caseloads, reduce agency staffing levels and begin to

examine transformation savings to help deliver the financial profile over the medium term.

- The Council is experiencing increased cost pressures in relation to **Adult Social Care**. This involves a combination of contributory factors including higher service user numbers and greater cost of each individual care package. Although difficult to demonstrate definitively it is likely that part of this has resulted from greater service visibility resulting from the Care Act. The current projected costs are likely to be added to further by emerging market cost pressures in future years. The Council has managed to keep external pressures to relatively manageable levels in recent years but there is every expectation that some modest inflationary effects are likely to be requested by external suppliers.
- The Council is also facing increased costs of **Waste Collection** due to several factors. The growth in the amount of waste per household is forecast to be 1% per annum and the growth in the number of households estimated at 1,180 new households per annum. Both these elements are factors of the city's continued growth and these costs will be compensated in part by the growth in the Council Tax-Base included elsewhere within the Pre-Budget proposals. The service is also anticipating gate fee increases although these have not been confirmed yet. Finally, the gate fee for recycled waste rose very significantly in September, reflecting significant wider changes in this market.

- 2.6 Table 2 below summarises the overall position. If all the proposals included within this report were accepted, this would bring the forecast budget gap down to £2.3m in 2016/17 rising to £27.6m in 2018/19. If some proposals are not accepted, alternative savings will need to be identified in order to address the budget gap further proposals will be brought forward as part of the final Budget Report which will ensure that a balanced budget position is achieved. This will include any amendments to the final Local Government Settlement, and the fine-tuning of corporate budgets.

Table 2: Overall Financial position 2016/17 to 2018/19

<u>Summary Position</u>	2016/17 £000	2017/18 £000	2018/19 £000
Starting Position - 2015/16 Budget Setting	13,147	15,766	27,994
Resource Changes	(4,542)	(535)	4,786
Potential Savings Options	(13,206)	(13,529)	(14,799)
Expenditure Pressures	6,870	8,005	9,642
Current Budget Gap	2,269	9,707	27,623

- 2.7 The medium term Capital Programme will be presented as part of the Budget Report in February subject to the latest estimate of current year expenditure and Government capital allocations. A large part of the Programme will see the continuation of a number of large investment programmes across the city, utilising a number of external grant resources as well as borrowing approvals made within 2015/16 Budget Setting. The second tranche of the Coventry and Warwickshire First Wave Growth Deal is due to be announced in the Comprehensive Spending Review. This will continue to support economic growth in the area. Further details will be made available as far as they are known in the February report. Beyond this, resources available nationally and locally in

the form of capital receipts and other funds are relatively limited and consequently, it is unlikely that there will be significant scope for new expenditure plans from these sources.

2.8 The report that will come to Council in February will include a full Capital Programme that is likely to reflect the following over the next 5 years:

- Continued investment on the Friargate regeneration which includes the development of offices and construction of the Station Masterplan including the Station Access Tunnel.
- Investment in creating the City Centre Destination Leisure Facility.
- The Coventry Investment Fund programme to facilitate economic and business rate growth within the city;
- Further highways investment in roads, road safety schemes and road improvements, funded partly revenue and external grant monies
- Continuation of Public Realm works to improve the City Centre
- Vehicle and Plant replacement programme;
- School expansion to address basic need and condition, including a new Broad Spectrum school
- An externally funded programme of Disabled Facilities Grants, including Social Care Grant;
- Continued investment in strategic ICT projects
- Continued investment in the Growth Deal programme

2.9 **Council Tax**

In recent years the Government has awarded a Council Tax Freeze Grant to local authorities that have chosen to freeze Council Tax at existing levels. In 2015/16 the grant was available equivalent to a 1% increase in Council Tax and Coventry chose not to freeze its Council Tax but instead to increase it by just under 2%. This was the limit above which the Council would have been required to seek referendum approval from Coventry voters.

The Freeze Grant scheme and referendum limit have not been announced yet for 2016/17 although it is reasonable to assume that these will be set at 1% and 2% respectively. The financial planning assumption built into this report is that the Council will raise Council Tax by just under 2%.

Final Council Tax proposals will be brought forward in February once the 2016/17 Freeze Grant and Referendum limits proposals have been finalised.

3. **Results of consultation undertaken**

3.1 Following agreement by Cabinet, the proposals in this report will be subject to eight weeks public consultation ending on 21st January 2016. The Council will invite comments on the proposals from members of the public including through social and digital media and from organisations that act as its regular consultees. Due to the limited scope of the proposals it is likely that there will be a smaller number of consultation meetings, focussing on those required from a statutory perspective. The outcome of this consultation will be included in the February budget report.

Changes approved as part of the 2015/16 Budget process have been, and in some cases will continue to be, subject to extensive consultation this year including the Council Tax Reduction Scheme, Connecting Communities and Grants to Voluntary Organisations.

4. Timetable for implementing this decision

- 4.1 If approved, the proposals identified within this report will be implemented from 1st April 2016 in line with the profile set out in Appendix 1. This report does not authorise spending and savings decisions. This will happen in the final Budget Setting report in February 2016.

5. Comments from Executive Director, Resources

5.1 Financial implications

The proposals in this report are wholly concerned with financial matters. They reflect a direction of travel that Coventry has faced in recent years in line with all other similar authorities across the country which leaves it with no option but to identify ways of reducing its overall budget in order to respond to cuts in Government resources.

There is uncertainty over a number of the assumptions that sit behind the financial proposals set out here. In particular there could be significant adjustments to the assumptions about Revenue Support Grant, New Homes Bonus and other specific grants. At a local level the proposals include some planning estimates of the costs of adult social care costs that could vary greatly depending on a range of factors, some of which are outside the Council's control.

The Council is nearing the point where all outstanding abc Programme savings will have been delivered. It is now into the implementation phase of the 2015/16 Budget Setting proposals and where this involves medium term programme savings these will attract much management focus in the coming 2 years and will be subject to future specific proposals, some of which still need to be worked up and approved. Whereas many of the savings delivered in recent years have not been visible to Coventry citizens and partners, the savings being delivered now will have an increasing impact on such services. It is fundamental to the Council's ability to balance its Budget that these changes are delivered.

The existing savings programmes from 2015/16 Budget Setting will continue to require the Council to reduce employee numbers over the medium term and a separate report on today's agenda sets out the broad scale and financial implications of this. These include the need for the Council to continue to identify resources to fund redundancy and early retirement costs for employees who leave the Council. Initial work has identified a gap of £7.4m for this over the next two years, of which just over £4m has been identified to date. It is likely that any flexibility arising in the final Budget Setting position will be needed to bridge the remaining £3.2m gap. This position will be updated as part of the final Budget Report.

The Council also needs to make sure that it manages the pressures that it faces in other service areas, in particular Adult and Children's Social Care. Recent senior management appointments in the People Directorate provide an opportunity to review the structures, practices, processes and policies in this area and challenge whether the Council is working in a cost effective and efficient manner.

Otherwise, this report incorporates proposals that represent a period of consolidation, with most of the new ones being able to be delivered in a relatively low key manner. Nevertheless, attention is already being turned to future years where the Council will be faced with further revenue pressure and will need to take a refreshed approach to the way in which it tackles Budget Setting

5.2 Legal implications

The proposals in this report are designed to meet the Council's statutory obligations in relation to setting a balanced 2016/17 budget by mid-March 2016. This includes the duty to report to the Council on the robustness of the estimates provided and the adequacy of the financial reserves in place. Section 31A of the Local Government Act 1992 (as amended) and Section 25 of the Local Government Act 2003 refer.

6. Other 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, in common with all local authorities, will continue to be faced with challenging resource constraints over the coming years, which will inevitably have an increasing impact on front-line services. The budget is developed within the context of the approved Medium Term Financial Strategy, which in turn rests on the principles set out for the City within the Council Plan. In this way pre budget proposals are aligned to existing policy priorities.

6.2 How is risk being managed?

The inability to deliver a balanced budget is one of the Council's key corporate risks. The proposals within this report are aimed directly at trying to mitigate this risk. The scale and scope of the savings that will be included in the Council's bottom line budget position are such that they represent a significant risk of non-achievement in the future. The savings programme will continue to be monitored robustly to ensure that Strategic Management Board and members are kept up to date with the progress of these reviews.

6.3 What is the impact on the organisation?

The size of the revenue gap to be managed means that the Council will have to change radically to meet the challenges that it faces both in terms of the way it works and the services it provides. The very large savings included in previous Budgets but relating to future years will be met largely from savings in employee budgets, although none of the new proposals in this report are likely to have a significant impact on employee numbers. A new Early Retirement and Voluntary Redundancy programme is being considered by Cabinet in order to continue broad plans to reduce employee numbers by c1,000 over three years. Reduced employee numbers across the Council plus the need to do things differently and a new focus on the City Centre will further accentuate the importance of new ways of working under Kickstart and will change the nature of the services provided, and the way the Council works.

6.4 Equalities / EIA

Most of the savings contained in this year's Pre-Budget Report are largely technical in nature in that they do not have an impact on direct services or the Council Workforce. None of these savings are anticipated to have a negative impact and no Equality and Consultation Analyses (ECA) are therefore required in these areas. Cost pressures in relation to adult and children's social care and waste disposal largely reflect demographic and/or market pressures and will not impact significantly on the quality or nature of the services in question and again, there is no requirement to carry out an ECA. An area of potential positive impact this year relates to Deprivation of Liberty Safeguards.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

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2016/17 Pre-Budget Financial Proposals - Changes to Position Brought Forward

	2016/17	2017/18	2018/19	Commentary/Implications
	£000	£000	£000	
<u>Summary Position</u>				
Position Brought Forward	13,147	15,766	27,994	
Total Resource Changes	(4,542)	(535)	4,786	
Potential Savings Options	(13,206)	(13,529)	(14,799)	
Expenditure Pressures	6,870	8,005	9,642	
Updated Bottom Line	2,269	9,707	27,623	

<u>Resource Changes</u>					
1	Government Revenue Support Grant Resources	0	91	5,599	Revised estimate of reductions in Government Revenue Support Grant assuming a worsened position in later years to that assumed previously. This planning estimate will be revised following the Local Government Settlement and could be subject to significant variation.
2	Business Rates and Top-Up Grant	3,295	3,295	3,675	September inflation rates used by Government to calculate Top-Up Grant and Business Rates increases (0.8%) are much lower than those assumed at the start of the year (3%).
3	Council Tax-Base	(2,580)	(3,921)	(4,488)	This represents a significant improvement in the level of Council Tax income that is likely to be available. It reflects increases in the city's tax-base and continuing reductions in the level of Council Tax Reduction Scheme payments.
4	Council Tax - Estimated Outturn	(5,257)	0	0	Combined 2014/15 actual Council Tax surplus and 2015/16 projected surplus in excess of previous estimates. This reflects the in-year impact of the factors described at item 3 above plus the positive impact of improved Council Tax collection performance.
Total Resource Changes		(4,542)	(535)	4,786	

Potential Savings Options					
5	Asset Management Revenue Account	(3,023)	(1,156)	(1,631)	<p>This corporate budget incorporates the revenue financing costs of capital spending. Continuing low interest rates and the re-profiling of capital spend mean that there will be a significant saving in this area although steps taken to re-base the budget last year mean that the savings are lower in relative terms than they have been in previous years.</p>
6	Inflation Contingencies	(3,534)	(4,528)	(6,053)	<p>This assumes that pay awards will not exceed 1% (against a previous assumption of 2%) in the years beyond 2015/16 and that only contractual non-employee expenditure budgets are inflated. Also this line will re-balance employee budgets and remove existing corporate budget flexibility.</p>
7	Procurement Saving	(1,000)	(1,000)	(1,000)	<p>Savings from implementation of the existing Procurement Strategy involving close scrutiny of all new contractual arrangements. Although the 2015/16 Procurement saving is unlikely to be achieved in-year, plans already in hand indicate that full-year savings will be available to deliver this increased target next year.</p>
8	PFI Re-Modelling	(200)	(200)	(200)	<p>Re-examine existing PFI financing arrangements and adjust these where opportunities arise.</p>
9	Minimum Revenue Position Policy	(3,099)	(3,195)	(2,465)	<p>Revision of the Council's Minimum Revenue Provision Policy - this deals with the way in which the Council needs to set aside revenue budgets to repay debt. This is being reviewed now in line with the approach being taken by many Councils and the overall approach will be to repay debt over a longer time period. The MRP Policy and final financial implications will be set out in full in February's Budget Report. The Council will maintain a prudent approach and will agree the proposals with its external auditors.</p>
10	Reduce Cost of Children's Social Care	(1,000)	(2,000)	(2,000)	<p>The 2015/16 Budget increased the Children's Social Care budget by £10m on-going plus £3m one-off (of which £2m has been committed in 2015/16). It was recognised at the time that this was not sustainable over the medium term. Work is now underway to begin to reduce caseloads, reduce agency staffing levels and begin to examine transformation savings. The plan is now to reduce the requirement to £9m plus £2m in 2016/17 (needing a further £1m of one-off funding) and £8m in 2017/18.</p>
11	Re-Cashflow Private Finance Initiative (PFI) Balances	(1,000)	(1,000)	(1,000)	<p>The Council's 3 PFI schemes operate long-term financial models that result in net positive cash-flow balances over the earlier part of the scheme lifetimes. This proposal is to utilise these positive balances in these early years at the rate of £1m per year. In 2025, a current long-term financial Council debt repayment commitment comes to an end and the relevant budget can be switched to cover the PFI commitment. The £1m saving would end at that point.</p>
12	Member Review Group	(350)	(450)	(450)	<p>Savings identified by a task and finish member review group which reviewed recurrent areas of underspend. This includes £200k rising to £300k from the costs of purchasing Council vehicles and £50k savings from Directorate underspends in each of the Resources, Place and Chief Executive's Directorates.</p>
Total Potential Savings Options		(13,206)	(13,529)	(14,799)	

<u>Expenditure Pressures</u>					
13	Adult Social Care	4,500	5,500	7,000	The Council is experiencing cost increases across all areas of Adult Social Care. This involves a complex combination of contributory factors including higher service user numbers, greater cost of care packages and greater service visibility resulting from the Care Act. There are also likely to be emerging market cost pressures in future years.
14	Catering Service Ending	629	629	629	The Council's School Catering service ceased on 31st August 2015 having failed to trade successfully over a number of years. This proposal meets the residual income target and contributions towards centralised charges and overheads left following the ending of the service.
15	Deprivation of Liberty Safeguards (DoLS)	400	400	400	The Deprivation of Liberty Safeguards ensures that if it is necessary to deprive people in care homes of their liberty in order to care for them safely then permission must be sought following strict processes. A March 2014 Supreme Court judgement extended this requirement such that an assessment is still needed for individuals who were not openly trying to leave care. This matter, including the estimated cost to the Council of £0.4m, was considered by Health and Social Care Scrutiny Board 5 on 3rd November 2015.
16	Waste Costs	1341	1476	1613	The Council is facing large increases in waste disposal costs due to several factors: Growth in household waste forecast to be 1% per annum, growth in the number of households forecast to be 1180 new households pa, gate fee increases for household waste and gate fee increases for recycled waste.
Total Expenditure Pressures		6,870	8,005	9,642	

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Public report Cabinet Report

Cabinet

26 November 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources - Councillor Gannon
Cabinet Member for Education – Councillor Kershaw

Director Approving Submission of the report:

Executive Director Resources

Ward(s) affected:

All

Title:

Connecting Communities

Is this a key decision?

No – although this matter affects all wards, as the proposals are for a period of engagement and consultation, the matter is not deemed to be a key decision.

Executive Summary:

Since 2010 the Council has seen a huge and unprecedented reduction in its resources, as Government Policy to balance the public sector budget has led to massive grant cuts to Councils. In 2016/17 the Council's grants will be £94m per annum less than in 2010/11, and by 2020 this is predicted to rise to a reduction of £140m per annum.

It is clear that the Council needs to take a new approach to delivering and enabling services in this new and challenging financial context – it is just not possible to carry on as before. The new approach will ensure that the best possible services are delivered within the resources available. Closer partnership working, with statutory and voluntary agencies, and the community, will need to be part of this approach.

Connecting Communities is an ambitious and wide reaching programme focused on a radical redesign of Council services so they are delivered together in one place in the communities and neighbourhoods where there is most need, and within the resources available.

Council services included within the scope of this programme are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This report summarises the progress made since February, when the Council made a commitment to keep council facilities like libraries open during 2015/16 to allow time to work with partners and residents to develop new and effective ways of delivering services at lower cost.

The Connecting Communities programme replaces the City Centre First programme and has been renamed to reflect more effectively the need for communities and other organisations to connect with the Council and others to deliver services.

This new approach presents an opportunity to trial more collaborative and participatory ways of working with Coventry people to strengthen relationships across communities. As this approach develops it will become the major transformation change programme for the Council's People Directorate which delivers a wide range of key frontline services to Coventry residents.

This report recommends public consultation on a set of ten specific proposals to deliver the Medium Term Financial Strategy (MTFS) target of £1 million proposed in the original City Centre First programme for 2016/17 and exceed this target on a full year effect by an additional £0.2million. Proposals to achieve a further £3.8million savings needed for 2017/18 will be developed following engagement and further consultation. This reflects the total saving of £5 million.

The report further recommends that a widescale engagement programme using innovative engagement methods should take place with residents, community groups and partner organisations over the next six months. The focus of this work will be to co-produce and develop detailed proposals on the future of public services in neighbourhoods.

Recommendations:

Cabinet is recommended to:

1. Approve a period of consultation from 7 December 2015 to 1 February 2016 on a set of ten proposals for changes to some services in order to achieve savings of £1.2million for 2016/17 as required by the Medium Term Financial Strategy (MTFS) original City Centre First Programme (now Connecting Communities Phase 1). The proposals for change for 2016/17 are:
 - a. For the Council to stop providing play activities at Edgewick and Eagle Street Play Centres and to explore the option for them to be used for nursery provision for two, three and four year olds instead.
 - b. To end delivery of library services from the Arena Park Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks.
 - c. To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.
 - d. To end the mobile library service
 - e. To cut the library media fund of £658,000 to £558,000 for 2016/17
 - f. For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.

- g. To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays. This will mean Caludon Castle, Earlsdon and Foleshill libraries closing on Wednesdays and Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill closing on Sundays. In addition to these reductions in opening hours, to pursue alternative ways of running the libraries working with other statutory and/or voluntary sector organisations and groups.
 - h. Withdraw the youth services commissioning budget for 2016/17 and work with the community and voluntary sector to explore the best way that youth services for young people should be delivered across Coventry.
 - i. To close six public conveniences located outside the city centre, keeping open the two city centre public conveniences.
 - j. Asset transfer remaining community centres to community organisations on a full responsibility basis.
2. Approve a period of engagement, conducted jointly with key partner organisations, from 7 December to May 2016 (Connecting Communities Phase 2) to include:
- a. Trialling new collaborative and participatory engagement methods in local neighbourhoods, across the city, in organisations and using digital communications.
 - b. Engagement with stakeholders (including community groups and voluntary organisations) to identify existing community strengths, resources and aspirations and the potential in communities to deliver services more collaboratively
 - c. Exploring the extent to which complementary community provision can be developed to support the Council and partners in the delivery of core integrated services
 - d. Co-designing and developing options for future delivery models from emerging ideas.
 - e. Delivery of a further £3.8million saving as per the Medium Term Financial Strategy.
3. Chris West, Executive Director, Resources be given delegated authority to:
- a) Invite formal expressions of interest from stakeholders in using the Transition Fund, to enable them to take an increased role in providing Council services;
 - b) where appropriate to seek submission of a formal application or business case from interested stakeholders.

Decisions on award of Transition funding will normally be made by Cabinet unless the matter is urgent or where lower risk/value opportunities are identified, when the Executive Director of Resources will have delegated authority in consultation with the Cabinet Member for Finance and Resources.

List of Appendices included:

Appendix A - Proposals for 2016/17 (Connecting Communities, Phase 1).
 Appendix B - Transition Fund administration process outline
 Appendix C - Evolving City-Wide Engagement Strategy
 Appendix D - Equality Consultation Analyses.
 Appendix E - Connecting Communities Programme Impact Analysis

Other useful background papers:

Active Communities Strategy 2015-16
Customer Journey – Vision and Strategy

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: Connecting Communities

1. Context (or background)

- 1.1 The Council's budget setting report for 2015/16 included proposals to enable the Council to operate within its available resources in 2015/16 and significantly close the budgetary gap for 2016/17 and 2017/18. The overall level of savings required is likely to increase as a consequence of the Government's Spending Review which will be announced this month.
- 1.2 The proposals focused on ways, in light of dramatically reducing resources, the Council needed to protect the city's most vulnerable residents while supporting economic regeneration, investment, growth and job creation in the city.
- 1.3 The City Centre First programme was a key element of these proposals. It outlined a strategy of focusing the Council's service delivery and access points in the city centre and reducing suburban presence to a small number of clusters based in key areas of deprivation within the city. The programme outlined the redesign of key Council services including children's centres, youth services, libraries, community centres, play centres and public conveniences.
- 1.4 This programme aimed to both deliver savings and encourage more residents into the city centre. As a relatively compact city with good transport networks, rationalisation of the current high numbers of council buildings makes sense and can deliver savings through reductions in property costs and service delivery costs, including staffing.
- 1.5 Feedback received during budget consultation was that the rationale for bringing more services into the city centre and reducing the number of buildings that the Council operate from was clear and well understood. However significant concern was expressed about the lack of detail available around some practical aspects of the City Centre First programme, including the location of the hubs/clusters and the role they would fulfil. There was also concern over the potential impact on local neighbourhoods through closures of libraries, community centres and youth facilities. Transport links and parking costs in the city were also of concern.
- 1.6 It was clear from this budget consultation work that the Council needed to reassess the strategy to ensure that residents and interest groups could engage more effectively with the Council on the future of services in communities.
- 1.7 This report describes the progress made in this work, the emerging Connecting Communities programme as a progression of the City Centre First programme and the steps the Council will take to deliver the ambitious changes needed in order to deliver essential services against a background of significant spending cuts that will, by 2017, see the Council's grant from Government halved from 2010 levels.
- 1.8 Connecting Communities, to reflect the importance of delivering services effectively in neighbourhoods - aims to:
 - Transform the provision of public services by identifying existing community strengths, resources and aspirations in communities
 - Work with and support communities and organisations who want to develop and deliver alternative support and services in their communities
 - Invest in ways of delivering high quality services
 - Focus key services in areas of highest need

- Deliver better services at lower cost – developing high quality services in fewer high quality buildings

1.9 Improving the city centre

- 1.9.1 Delivering a more attractive and accessible city centre is a high priority for Coventry residents and during budget consultation people supported the rationale in the City Centre First programme of encouraging more people to visit and use the city centre.
- 1.9.2 A number of improvements and developments are now well underway in the city centre which will support regeneration of the city centre. As part of the engagement programme proposed in this report, specific engagement will take place on the future of the city centre to explore practical ways of accelerating city centre improvements alongside those already underway. Improvements so far include:
- Significant public realm improvements across the city centre
 - A new office for Council staff at Friargate, the city centre's new business district next to Coventry Railway Station. This will support the move to fewer high quality Council buildings (reducing the number of Council buildings in and around the city centre from 27 to nine) and is helping to kickstart the wider Friargate scheme. Work started on the new building in September which, when complete, will save the Council £500,000 a year in running costs
 - The new Customer Service Centre in Broadgate House, will provide a number of Council services in one accessible and high quality city centre location providing a single front door for Council customers.
 - The new Sport and Leisure Centre on the Spire/Christchurch House site
 - Seeking a developer for the City Centre South development and Council support to invest in it to deliver a transformational change to the city centre

1.10 Developing the digital offer

- 1.10.1 The innovative use of technology will play an important part in delivering the Connecting Communities programme. This could include technology that enables increased levels of self-serve and digital literacy through integrated hubs, loaning resources in different locations or through digital methods, and mobile working for staff that further reduces reliance on buildings as fixed service delivery or staff bases, enabling staff to spend more time with customers.
- 1.10.2 The opportunities to develop the use of technology in Council services will be considered during the engagement programme with opportunities being taken as they arise based on affordability, the Council's ICT strategy and service objectives. By April 2016 all Coventry libraries, including those delivered in partnership, will have free wi-fi as standard following a successful grant award from the Arts Council.

1.11 Progress and current position

- 1.11.1 In the months since the Council's Medium Term Financial Strategy proposals were shared, a number of community and voluntary sector groups and organisations have expressed an interest in taking more responsibility for operating services that are currently provided by the City Council. In some cases, groups have been non-specific about the role that they might play but are keen to ensure that they are part of any future conversations and want to share thoughts about the value that they can add.
- 1.11.2 In other cases, specific discussions have taken place about how communities might play a more active role in delivery of library services for example or where a library service could be delivered differently from a community based location rather than existing council buildings.
- 1.11.3 The inclusion of library services within the original City Centre First programme resulted in widespread local debate and six petitions against the possible closure of library services. A commitment was made by the Cabinet Member for Education that no library would be closed during 2015/6 to allow further debate and engagement about the best way forward for library services. The recommended proposals and engagement approach described within this report will enable this to happen.
- 1.11.4 It is proposed that a series of proposals are consulted upon in order to deliver 2016/17 savings originally outlined as part of the MTFS City Centre First programme but that a more transformational approach to delivery of the remaining saving of £3.8million a year is progressed.
- 1.11.5 Redesigning services is a key component of the Connecting Communities programme and in some areas significant work is already taking place.
- 1.11.6 Over the past year the Council has been working with health organisations, schools and other partners through its early years programme to develop integrated early support around the child. Work done so far has developed a model of support that focuses on the family rather than individuals. This is more effective when provided in family homes and children's schools rather than a council building.
- 1.11.7 Alongside this the development of the new multi-agency Child Sexual Exploitation (CSE) team, Horizon, which has brought together the youth service and children's social care service in responding to the complex needs of those young people who are at risk of, or affected by engagement in, grooming for sexual exploitation. In addition to this the Targeted Youth Service (TYS) is seeing an increase in the numbers of young people who need more specific interventions because they are missing or absent, experiencing or affected by domestic abuse, drugs and alcohol, teenage pregnancy, homelessness, financial difficulties, immigration issues or family dysfunction, but who do not meet the thresholds for social care involvement. This work contributes significantly to ensuring that help for people who need it is delivered early and effectively. The activity will be more formally recognised through the integrated early help model which is under development. The delivery of effective early help is a key theme of the Department for Education improvement board established following the Ofsted review of children's social care in 2014.

1.12 Partner and voluntary sector engagement

- 1.12.1 Severe government spending cuts to budgets, which mean the Council will have at least £250 per head less in 2016/17 to spend on every man, woman and child in Coventry

than it had in 2010 mean increasingly difficult decisions will have to be made about the future of its services.

- 1.12.2 A number of different organisations and community groups who recognise the scale of this challenge have been in contact with the Council to discuss how they could take a different role in supporting local communities in Coventry. These include:
- Opportunities to provide increased youth activities through the voluntary sector
 - Possibility for some organisations taking full or part responsibility for some Council services including libraries, youth centres and community centres.
 - Working with health and schools to provide more integrated services to children and families
 - Schools focusing on multi-disciplinary working to support a whole family
 - Schools providing 2/3/4 year old funded places and day care/nursery provision.
- 1.12.3 This interest now needs to be confirmed and specified along with any proposals that these organisations may want to make to support service delivery and mitigate the potential impacts of the scale of budget and service reduction necessary over the coming years.
- 1.12.4 Other public sector partners are in a similar situation of having to make cuts and are keen to explore where there is appetite or opportunity to jointly deliver services with partners, or to encourage alternative community provided services.

1.13 Scope of Connecting Communities

- 1.13.1 The Connecting Communities programme will consider all operational buildings, and in particular will include:
- 17 libraries
 - 8 youth centres and youth services provided in seven community venues
 - 14 children's centres managed by the Council and three operated by private, voluntary or independent sector
 - 2 play centres
 - 21 community centres – six of these are directly controlled by the Council
 - 6 public conveniences outside the city centre
 - 26 sites where adult education classes are delivered (many of these taking place in the venues and centres listed)

1.14 Delivering the financial requirement for 2016/17 (Connecting Communities – Phase 1)

- 1.14.1 Due to the time taken to engage and then consult on developing a model of service delivery that is truly integrated within local communities, and then develop and implement new ways of working, a series of efficiencies and reductions are required in order to operate within the resources available to the Council. These measures, if fully implemented will result in a saving of £1.2million a year in 2016/17.
- 1.14.2 A description of each of the services included within Connecting Communities Phase 1, along with an outline of each of the proposals and rationale for these is provided below. Proposals are also provided in full in **Appendix A**. The table containing the individual financial impact is included in section 2.1

- 1.14.3 It is recommended that a period of consultation be undertaken to explore the following proposals whilst at the same time undertaking an equality impact assessment to consider the impacts of these proposals.

1.15 Proposal 1 - Play centres

Service description

- 1.15.1 Edgewick and Eagle Street Play Centres provide play activities for children aged 5 to 12 year olds five days a week after school, on Saturdays and in school holidays at no charge. As at August 2015, a total of 173 children were registered at the two play centres and around 20 to 40 children attend each session. In addition the Positive Youth Foundation uses Edgewick Play Centre on Saturdays.

Proposal

- 1.15.2 For the Council to stop providing play activities at Edgewick and Eagle Street Play Centres and to explore the option for them to be used for nursery provision for two, three and four year olds.

Rationale

- 1.15.3 Conversations with voluntary sector providers would enable an improved understanding about the potential for the buildings to be used to;
- Increase the number of nursery places in the Foleshill area for two, three and four year olds;
 - Improve the chances of children to be ready for school; and
 - Provide a potential rental income for the Council.

1.16 Proposal 2 – Arena Park Library

Service description

- 1.16.1 Arena Park Library has a total of 8,617 members with a relatively high percentage of members (1,184) living outside Coventry. It was the fifth highest library visit with the third highest issues of books in Coventry in 2014/15. The facility is leased to the Council by a private landlord.

Proposal

- 1.16.2 To end delivery of library services from the Arena Park Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks.

Rationale

- 1.16.3 The lease ended in September 2014 and the landlord of Arena Park Library is asking the Council to commit to a new five year lease at a cost of £160,000 a year. It is the most expensive community library. The nearest alternative library facilities are at Bell Green (2.3 miles* from Arena Park), Foleshill (2.1 miles* from Arena Park) and Jubilee Crescent (2 miles* from Arena Park).

*driving distance, source google maps

1.17 Proposal 3 – Willenhall Library

Service description

- 1.17.1 Willenhall Library has a total of 3,408 members, 69 living outside Coventry. It was the third busiest for visitors, and had the sixth most book issues in 2014/15. There are currently limited other library resources available for this part of the city.

Proposal

- 1.17.2 To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.

Rationale

- 1.17.3 The landlord of the building has served notice on the Council following the end of the current lease in October 2013 and court action for a new lease has so far been deferred. In the current financial climate, a lower cost alternative in a community facility would be sought.

*driving distance, source google maps

1.18 Proposal 4 – Mobile library service**Service description**

- 1.18.1 The mobile library service serves most parts of the city. The majority of stops are a mile or less from a library building. The service visits each of the 64 existing stops every week (Monday to Saturday). The service has 794 registered users. There were 13,503 visits across 64 stops in 2014/15.

Proposal

- 1.18.2 To end the mobile library service

Rationale

- 1.18.3 The service is expensive to run and some mobile library stops are close to building based libraries. Members of the public not able to visit a static library, for example frail elderly people, those who have physical disabilities or who are housebound are able to access the Coventry Home Library Service provided in partnership with Age UK Coventry. This service has capacity to take on additional demand which may follow the mobile closure.

1.19 Proposal 5 – Library Media Fund**Service description**

- 1.19.1 The library and information service has a media fund of £658,000 for 2015/16 which is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers and magazines and materials in other languages. This budget was not fully spent in 2014/15 (£571,000 actual spend) and the position will be similar for 2015/16 (£50,000 forecast underspend).

Proposal

- 1.19.2 To cut the library media budget of £658,000 by £100,000 in 2016/17.

Rationale

- 1.19.3 The budget was not fully spent in 2014/15. The proposed cut in funding will not have any direct impact on users.

1.20 Proposal 6 – Central library opening hours

Service description

- 1.20.1 Central Library is open from 9.00am to 8.00pm Monday to Friday and from 9.00am to 4.30pm on Saturdays and from 12.00pm to 4.00pm on Sundays.

Proposal

- 1.20.2 For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.

Rationale

- 1.20.3 The hour proposed for closure is the quietest of the working week (3,135 loans in total between 7.00pm and 8.00pm from 8th April 2015 to 17th September 2015) and will result in a very small reduction in visitors over the course of a week yet achieve some financial savings.

1.21 Proposal 7 – Community library opening hours

Service description

- 1.21.1 Community libraries in Coventry already have variable opening hours:

- Open on Wednesdays. Three libraries - Caludon Castle, Earlsdon and Foleshill (plus Arena Park)
- Open on Sundays. Five libraries - Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill (plus Arena Park)

- 1.21.2 The libraries currently have approximately 959 average visits per week on Wednesdays and 888 average visits per week on Sundays.

Central library also opens on Wednesdays (9.00am to 8.00pm) and Sundays (12noon to 4.00pm)

Proposal

- 1.21.3 To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays. This will mean Caludon Castle, Earlsdon and Foleshill libraries closing on Wednesdays and Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill closing on Sundays. In addition to these reductions in opening hours, to pursue alternative ways of running the libraries working with other statutory and/or voluntary sector organisations and groups.

Rationale

- 1.21.4 To standardise delivery days across the service. It is anticipated that the majority of people who use libraries on these days would be able to access them on other days of the week. During w/c 7th September, 524 items were issued on Wednesdays from Caludon Castle, Earlsdon and Foleshill libraries and 556 items were issued on Sundays from Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill libraries.

1.22 Proposal 8 – Youth Services Commissioning Budget

Service description

- 1.22.1 The Youth Service has a commissioning budget with an allocation of £139,000 to enable organisations to deliver positive activities. No organisations are currently funded from this budget on an ongoing basis. Historically the money has been difficult to use to commission new support services due to it being “one-off” funding rather than ongoing.

Commitment has however been made to fund three organisations to the value of around £56,000 until 31 March 2016 to be used to focus on the development of a consortium of sport coaching locally and to set up as a social enterprise delivering positive activities.

Proposal

- 1.22.2 Withdraw the youth services commissioning budget for 2016/17 and work with the community and voluntary sector to explore the best way that youth services for young people should be delivered across Coventry.

Rationale

- 1.22.3 The number of young people directly impacted will be minimised because there are currently no ongoing activities being funded through this budget so no current service users will be impacted. Where grants are about to be awarded, it is clear that the grants are time-limited.
- 1.22.4 Youth service activities focusing on the most vulnerable young people should be prioritised above the provision of more general activities funded through the commissioning budget.

1.23 Proposal 9 – Public Conveniences

Service description

- 1.23.1 The Council provides eight public conveniences in the city, two in the city centre (Library and Pool Meadow) and six in suburban locations (Canal Basin, Earlsdon, Foleshill, Radford, Riley Square and Tile Hill).

Proposal

- 1.23.2 To close six public conveniences located outside of the City Centre. The two city centre public conveniences would remain open.

Rationale

- 1.23.3 The location of public conveniences outside the city centre are a historic anomaly and do not reflect planned provision for need. Changing social demographics make these facilities unattractive places for the public to visit. Following the recent decision to close the public conveniences in Cheylesmore a local community group is exploring providing modern self cleansing toilets as a replacement on a self-funding basis

1.24 Proposal 10 – Community Centres

Service description

- 1.24.1 The Council has successfully transferred community centres at Bell Green, Cheylesmore, Haggard and Wyken to full community self-management. The remaining community centres (Holbrooks, Henley, Stoke Aldermoor, Canley, Foleshill and Radford) have not progressed this far and still require some financial support in relation to repair and maintenance, although it is known that Holbrooks, Henley and Stoke Aldermoor are keen to move to a self-managed basis.
- 1.24.2 Canley Community Centre is under new management, Foleshill is seeking new management on a self-sustaining basis and Radford has been held back pending a review of development options.

Proposal

- 1.24.3 Asset transfer remaining community centres to community organisations on a full responsibility basis.

Rationale

- 1.24.4 Community centres management committees are generally positive to taking over management of community centres.

1.25 Developing integrated services

- 1.25.1 The budget pressures facing all public sector organisations present both challenges and opportunities. The Council's view is that communities and organisations of all types need to connect together to provide integrated services that will enable the effective targeting of remaining resources. Communities and organisations should be supported to work together to achieve good quality outcomes for people living in local neighbourhoods.
- 1.25.2 The Council's aspiration is to work with communities to achieve good outcomes and quality of life for people living in the city. The potential for new and different services to be delivered as alternatives to existing traditional service provision will be explored through collaboration and by identifying shared goals and aspirations.
- 1.25.3 There is strong partnership working in Coventry and these foundations create the basis for now moving to more systemic and embedded integrated community based approaches, ensuring that the benefits for families are felt before problems escalate and become more costly.
- 1.25.4 Original City Centre First proposals made recommendations to explore the potential for developing hubs that would join services together in a small, and reduced, number of locations. A number of councils across the country are developing this model of delivering services. Councils embarking on developing this approach are doing so on the basis of both improved outcomes and reduced system costs as well as developing a workforce with the right skills and knowledge.
- 1.25.5 However, feedback received since these proposals were shared some months ago, is clear in that Coventry residents and partners of the Council want to play a key role in identifying the solution to current budget pressures. This means that while it is felt that there is a strong requirement for integration, there is no fixed view about how this is achieved.
- 1.25.6 Connecting Communities (Phase 2) will provide the opportunity for this thinking to be developed in partnership with communities and other stakeholders.
- 1.25.7 To achieve consensus agreement to this proposal from a range of stakeholders, it is imperative that effective engagement and consultation takes place to develop proposals. A common approach to this will ensure effective evaluation and monitoring of the impact on local people. The testing out of new community engagement approaches to understand what complementary community provision exists, or could be developed; to support delivery, will be an important enabler of this.
- 1.25.8 In pursuing the integration of services there are a number of risks including the successful delivery of savings. These risks can be reduced by the understanding from the outset that in the future a smaller number of locations will exist with fewer staff. The delivery of the savings of £5million a year by 2017/18 approved in the February 2015 Budget Setting report remains a key priority of this work. This could potentially result in a significant reduction in staff and buildings as described in Section 6.4 of this report.

1.26 Use of Transition Fund

- 1.26.1** As part of the 2015/16 budget setting process the Council agreed to establish a one-off £500,000 Transition Fund to support work with residents and communities in developing new approaches to delivering Council services. It is proposed that expressions of interest are invited from groups and organisations, to be followed by formal applications or business cases where appropriate, to access one-off funds from the Transition Fund. Key criteria for award will include the need for a clear plan for the proposal to deliver long-term cost savings to the Council as well as being required to fit with the principles of the Connecting Communities programme (see para 1.8). The outcome of this exercise will be reported back to Cabinet following the engagement and consultation processes described in this report. However, where opportunities are identified that require expediency and are lower value/lower risk, earlier recommendations will be brought to the Executive Director for Resources, in consultation with the Cabinet Member for Finance and Resources, for decision making through delegated authority, as required. A more detailed description of the proposed process for administration of the Transition Fund is provided in **Appendix B**.

2. Options considered and recommended proposal

It is recommended that a period of consultation be undertaken to consider the proposals that have been outlined above in respect of Phase 1 and to undertake a period of community engagement in respect of Phase 2 as outlined above.

In respect of the proposed consultation it is recommended that the preferred option on which to consult is Option 1 below, however one other option has been explored and it is proposed that this is also referenced within the consultation to enable the consultees to provide an informed response.

2.1 Option One – Preferred option

- 2.1.1** To deliver a number of operational savings for 2016/17 (Phase 1) and a redesign of a number of Council services to deliver integrated services in partnership with local communities (Phase 2).

Connecting Communities Phase 1 (formerly City Centre First) - Delivering the financial requirement for 2016/17

- 2.1.2** Due to the time taken to engage, consult, develop and implement the Connecting Communities programme a series of efficiencies and reductions are required in order to operate within the resources available to the Council.
- 2.1.3** A number of changes and service reductions are recommended, some of which will provide an opportunity to test different ways of working through exploring potential alternative community delivery models for specific proposals. If fully implemented a saving of £1.2million would be realised, comprising of:

Table 1 – delivering the financial requirement for 2016/17

Proposal	Recommended changes	Full year saving for 2016/17 in £000's
1	De-commissioning of play centres	165
2	Not renewing lease at Arena Park library and entering into discussions to relocate reduced library provision at an alternative community location	323
3	Not renewing lease at Willenhall Library and continuing discussions with the Haggard Centre about a more cost effective community library	46
4-7	Deliver library services savings as detailed in table 2 below	433
8	Ceasing the use of the Youth Service Commissioning Fund	139
9	Cease provision of suburban public conveniences	50
10	Transfer community centres	30
		1,186

The library service savings identified in the table above and in section 1.9 can be broken down further:

Table 2: Outline of library service proposals

Proposal	Recommended Changes	Full year saving for 2016/17 in £000's
4	Closure of mobile library	85
5	Reduced media fund	100
6	Reduced opening hours at Central library (staffing)	40
7	Reduced opening hours at Community Libraries (staffing)	98
*	Management Costs (staffing)	110
	Total	433

As these proposals entail changes to services, consultation will be required on each proposal.

*For the proposal relating to management cost savings, staff and Trade Unions will be consulted.

Connecting Communities Phase 2 - Delivering the financial requirement for 2017/18

- 2.1.4 It is recommended that the Council engages with local communities and partner organisations to explore the opportunities for collaboration and integration of services. Councils embarking on developing this approach are doing so on the basis of both improved outcomes and reduced system costs as well as developing a workforce with the right skills and knowledge.
- 2.1.5 Feedback to date clearly shows Coventry residents and partners of the Council want to play a key role in identifying the solution to current budget pressures. This means that while it is felt that there is a strong requirement for integrated or mixed sector provision

that meets local needs and aspirations, there is no fixed view about how this is achieved.

- 2.1.6 Budget pressures and a focus on putting citizens and communities at the heart of everything that we do, across the public, voluntary and community sectors creates a common goal to consider how services can be delivered differently in the future. To enable constructive and true open dialogue, new engagement approaches are required. A draft evolving city-wide engagement strategy (**see Appendix C**) provides an overview of these proposed approaches.
- 2.1.7 It is anticipated that this new way of engaging and a more collaborative way of working will increase citizen participation and build relationships across the city and local communities. Ultimately, this should aim to the council, and other organisations utilising remaining resources to their best effect and to support those who are most in need.
- 2.1.8 Voluntary and community sector groups are keen to explore how they might play a more active role in the delivery of current Council operated services or what they could do that would mitigate the impact of reduced Council provision. This phase of the Connecting Communities programme will also enable opportunities to pilot new ways of working to inform learning and future delivery options.
- 2.1.9 Savings would be expected to be delivered through more self-service where appropriate, integration of staffing, overall headcount reduction, working in a more digital, agile way and re-design of job roles. This work will provide a building block for other long term savings and transformation programmes across social care and other areas.
- 2.1.10 The outcome of this engagement would lead to specific options and proposals that would need further consultation covering elements of staffing, location and service modelling with a view to achieving further saving of £3.8million in 2017/18.

2.2 Option Two

- 2.2.1 The Council has considered the do nothing option, which would involve not making the planned savings from those services included within the scope of the programme and plugging the resultant gap from other sources. However, it has come to the conclusion that this is not a viable option for the reasons covered below.
- 2.2.2 If all the Council's planned savings are delivered, there is still a £13.1million shortfall in the 2016/17 budget rising to £28 million in the medium term even before the Council finds out the results of the forthcoming Spending Review. Although the Pre-Budget Report being considered at the same meeting of Cabinet as this report will consider further future savings proposals, by rejecting the savings considered in this report, this would add additional funding pressures for the 2016/17 budget and beyond. The Council has already implemented a large number of proposals to make cuts across a wide range of its services and will continue to do this as part of its on-going and future budget setting processes.
- 2.2.3 There have been tight Government imposed limits on the amount that the Council has been able to raise through council tax and the Council has approved rises very near to the maximum allowed in the last two years. It is not viable for the Council to use reserves to meet this saving target because reserves represent a one-off resource and all the Council's reserve balances are earmarked for existing purposes. Neither is it

possible to manage savings from the sale of Council assets because these generate one-off capital receipts which cannot be used to fund on-going revenue spend.

- 2.2.4 The Council's 2015/16 budget was set following a reduction in its main Government grant from 2014/15 levels of £24m (15%). In overall terms, the level of Government funding has reduced by around £638 for every Coventry household between 2010/11 and 2015/16. By 2018, the Council is expecting to have suffered nearly a 50% cut in its grant from Government since 2010 and an equivalent fall in its net budget of around 25%. These circumstances are making it increasingly difficult for the Council to balance its budget and it has to consider all areas of expenditure to do this. These include reviewing the Council Tax support scheme, reviewing voluntary sector grant funding and other savings across the customer journey and doing things differently programmes established at 2015/16 budget setting. As a result of these measures the Council will have seen a reduction of its work-force of approximately one-third since 2010.
- 2.2.5 Taking all this into consideration, the Council's view is that a do nothing option is not appropriate and that it is reasonable to seek ways to rationalise those services included within the programme.

2.3 Recommended Option

- 2.3.1 To undertake a period of consultation in respect of Phase 1 and a period of engagement in respect of Phase 2.

3. Results of consultation undertaken

- 3.1 This report seeks approval to undertake engagement and consultation.

4. Timetable for implementing this decision

- 4.1 Public consultation on delivery of savings required for 2016/17 will begin on 7 December for a period of eight weeks. Engagement with communities to inform the potential service integration options will also begin on 7 December and will continue to May 2016.

5. Comments from Executive Director of Resources

5.1 Financial implications

- 5.1.1 The financial implications have been included throughout this report. This section provides a brief summary.
- 5.1.2 The recommendations in this report will enable over-achievement of the £1million saving target allocated to the City Centre First review as part of the Medium Term Financial Strategy. See table 1 in section 2.1. The target rises to £5million in 2017/18.
- 5.1.3 The financial assumptions relating to delivery of the £1.2million in 2016/17 are that a full year saving (including property) can be achieved. Any delays in delivery will reduce the level of financial savings that can be achieved in 2016/17.
- 5.1.4 Following the period of engagement, officers will formulate proposals for consultation that will deliver the full saving of £5 million in 2017/18 as set out in the February 2015 Budget Setting report.

- 5.1.5 Any capital investment decisions will be considered following the recommended period of engagement. Any capital investment (including further enhancement of the digital offer) will need to be funded from further savings as a result of the implementation of this strategy.
- 5.1.6 The £500,000 Transition Fund will be used to support Council stakeholders in accessing one-off funds. The fund will be accessed where; following consultation and engagement with stakeholders, expressions of interest are made that will deliver on-going savings for the Council.

5.2 **Legal implications**

- 5.2.1 The proposals outline a number of significant changes to the way in which the Council delivers services to the population of the city, whilst continuing to comply with its statutory responsibilities.
- 5.2.2 Public authority decision makers are under a non-delegable on-going duty to have due regard to the need to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not (Public sector equality duty - s 149(1) Equality Act 2010).
- 5.2.3 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.2.4 Decision makers must be consciously thinking about these three aims as part of their decision making process with rigour and with an open mind. The duty is to have “due regard”, not to achieve a result but to have due regard to the need to achieve these goals. Consideration must be given to the potential adverse impacts and the measures (if any) that are available to minimise any discriminatory effects.
- 5.2.5 The proposed consultation and resulting updated equality assessment is intended to enable the decision makers to consider the impact and public response to the proposals and any alternative proposals raised. The product of the consultation must be conscientiously taken into account when the ultimate decision is made.
- 5.2.6 In respect of proposals around library provision S.7 Public Libraries and Museums Act 1964 creates a duty upon local authorities to provide a comprehensive and efficient library service for all persons. In fulfilling its duty local authorities should have consideration to the desirability of securing adequate stock and encourage people to make full use of the service.
- 5.2.7 In respect of the provision of public conveniences Public Health legislation creates discretion for Local Authorities to make provision.

6. **Other implications**

6.1 **How will this contribute to the Council’s priorities?**

<http://www.coventry.gov.uk/councilplan>

The Connecting Communities programme, subject to engagement and consultation, will make a positive contribution to the council's priorities, particularly in relation to: a prosperous Coventry; citizens living longer, healthier, independent lives; making Coventry an attractive and enjoyable place to be; ensuring that children and young people are safe, achieve and make a positive contribution; encouraging a creative,

active and vibrant city; developing a more equal city with cohesive communities and neighbourhoods.

6.2 How is risk being managed?

A strategic group meets regularly supported by an operational group that meets fortnightly to progress actions and manage identified risks. A project risk register has been established for the programme of work. Key risks identified include community readiness to deliver services differently, management and implementation of the Transition Fund. Risks will continue to be identified, mitigations sought and impact managed through this process.

6.3 What is the impact on the organisation?

Financial impacts

The financial impact of the recommendations made will enable achievement of the Medium Term Financial Strategy targets for 2016/17, and provide a strategy for achieving further targets by 2017/18.

Staffing impacts

The specific proposals for Connecting Communities Phase 1 2016/17 will impact on staff in different ways; there are likely to be staffing reductions in some cases and changes to working hours in others. The proposed changes in library services would lead to a reduction of approximately 16.75 FTE; a reduction of 4.42 FTE (headcount 9) in play centres and a reduction in 1 FTE in relation to public conveniences. In addition proposed library management changes would impact on a further 3.0 FTE. Staff and trade unions will be fully consulted on the specific content of the proposals for 2016/17 and any subsequent proposals for implementation. Any changes will be managed in accordance with the City Councils' agreement on management of change which aims to manage staffing reductions through management of vacancies, reviews of temporary contracts and avoidance of compulsory redundancies through redeployment or ER VR opportunities where possible.

In relation to Connecting Communities Phase 2 – delivering the financial requirement for 2017/18, Staff and Trade Union colleagues will be invited to contribute to the engagement programme and play an active role in helping shape the future service delivery and identify solutions to budget pressures.

6.4 Equalities / EIA

Proposals for delivery of savings in 2016/17 (Phase 1) cover libraries, play centres, the youth services commissioning budget, community centres and public conveniences. An analysis of equality impacts has been completed for proposals affecting the libraries service, play centres, youth services and public conveniences. Initial Equality Consultation Analysis (ECA) documents for these services are attached in **Appendix D** to illustrate the current understanding of the potential impact of implementation of these proposals. ECA's will be developed further during the proposed consultation process. An ECA will be completed for community centres, subject to information being available as a result of the consultation process to inform our understanding of the potential impact of changes to these services. An equalities impact analysis for the Connecting Communities Programme is provided in **Appendix E**.

ECA documents will be completed to illustrate the potential impact of implementation of integrated services, increased community and partnership work when this is better

understood, as a result of the planned community engagement to encourage collaboration and co-design of local services (Phase 2).

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

The programme of work described focuses on changing the current relationship that the Council has with local communities in Coventry, as well as partner organisations, the community and voluntary sector. Subject to the outcome of consultation and engagement, it is envisaged the work will result in closer working and more shared responsibilities and ultimately a transformation of community and partnership working in the city.

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Councillor David Kershaw	Education		11.11.15	11.11.15

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1	What is the proposal?										
	The proposal is for the Council to stop providing play activities at Edgewick Play Centre and Eagle Street Play Centre – both located in Foleshill. There is a need for additional early learning places in the Foleshill area for 2, 3 and 4 year olds and so the preferred alternative use of the building is for a nursery provider to deliver provision from these buildings.										
2	What is the rationale for this particular proposal and what are the key messages?										
	<p>Conversations with voluntary sector providers would enable an improved understanding about the potential for the buildings to be used to;</p> <ul style="list-style-type: none"> • Increase the number of nursery places in the Foleshill area for two, three and four year olds; • Improve the chances of children to be ready for school; and • Provide a potential rental income for the Council. 										
3	Service Description										
3.1	What does the service do?										
	The two play centres provide play activities for children from 5 to 12 year olds after school and in the school holidays and are open-access and non-regulated. Activities enable children to explore, develop and enjoy their play in a safe, friendly environment and include: arts and crafts, organised trips, sports and games, drama and music, cookery, cultural celebrations, special events, sewing, local and family trips and outdoor play (in adjoining outdoor play space). In addition the Positive Youth Foundation use Edgewick Play Centre on Saturdays.										
3.2	How many people use the service?										
	A total of 173 children aged 5-12 years old are registered at the two play centres as at 31 August 2015. A total of 80 children attend five or more sessions per week.										
3.3	When is the service open?										
	<table border="1"> <thead> <tr> <th>Play Centre</th><th>Term time</th><th>School Holiday</th></tr> </thead> <tbody> <tr> <td>Eagle Street</td><td>Monday to Friday : 3pm – 6.30pm, Saturday: 10.30am – 3.30pm</td><td>Monday to Thursday : 10.30am – 3.30pm</td></tr> <tr> <td>Edgewick</td><td>Monday to Friday: 2.45 pm – 5.45pm, Saturday: 10am – 3pm</td><td>Monday to Thursday: 9.45am – 2.45pm</td></tr> </tbody> </table>		Play Centre	Term time	School Holiday	Eagle Street	Monday to Friday : 3pm – 6.30pm, Saturday: 10.30am – 3.30pm	Monday to Thursday : 10.30am – 3.30pm	Edgewick	Monday to Friday: 2.45 pm – 5.45pm, Saturday: 10am – 3pm	Monday to Thursday: 9.45am – 2.45pm
Play Centre	Term time	School Holiday									
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Edgewick	Monday to Friday: 2.45 pm – 5.45pm, Saturday: 10am – 3pm	Monday to Thursday: 9.45am – 2.45pm									
	In addition, the Positive Youth Foundation use Edgewick play centre on Saturdays.										
3.4	Are service users currently charged for using the service?										
	There is no charge – the activities are free. The Council fully funds the play centres through core resources.										
3.5	What is the history and background to the service?										
	It is understood that the play centres were opened in 1984 and were funded by the Urban Aid programme for 3 years. When the 3 years ended, a public meeting was held and parents expressed their concerns about what would happen to the children when we closed. The centres were kept open and Leisure Services taking over the running costs. For several years Children's Services have paid for the costs of the play centres and their activities. It is understood that there was a large hut on the Eagle Street play centre land that belonged to the church that was open several evenings each week so the children in the area had somewhere safe to play.										

3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)																												
No – all key points covered above.																													
4	What are the proposed financial savings?																												
The Council can save a total of £165,000 annual revenue costs of £125,000 (direct costs of which £115,000 are staff costs) plus £40,000 property costs by stopping play centre activities.																													
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?																												
Impact on service users will depend on whether they could access alternatives. These options will be comprehensively pursued and the outcome of this will feed into final decisions about the play centres. It is recognised that there may or may not be a charge for these activities.																													
6	What is the impact on staff?																												
9 staff would be impacted by the changes. These comprise 1 manager who covers the two centres (Grade 6) and 8 staff (combination of grade 2 and grade 3). The play centres have a full time equivalent of 4.42 posts. All staff are female.																													
<table><tr><td>Grade</td><td>G6</td><td>G3</td><td>G3</td><td>G2</td><td>G2</td><td>G2</td><td>G2</td><td>G2</td><td>G2</td></tr><tr><td>Hours</td><td>37</td><td>22</td><td>22</td><td>16</td><td>15.5</td><td>13</td><td>13</td><td>13</td><td>12</td></tr></table>										Grade	G6	G3	G3	G2	G2	G2	G2	G2	G2	Hours	37	22	22	16	15.5	13	13	13	12
Grade	G6	G3	G3	G2	G2	G2	G2	G2	G2																				
Hours	37	22	22	16	15.5	13	13	13	12																				
7	What are the potential options are there for the use of the buildings?																												
There are a range of options and additional options could be identified through the public consultation period. Options could include: 1) Buildings used by Private, Voluntary and Independent (PVI) nurseries to increase number of 2, 3, 4 year old Early Learning places (buildings could be sold or rented as part of an agreement) – option preferred by the service. 2) Selling the land and building and it being used for a different purpose. 3) Community groups running activities from the building (building asset transferred, sold or rented). 4) Local schools could utilise the space. 5) The space could be used for social care contact.																													
8	What other service alternatives have been considered?																												
An alternative could be to charge parents to use the centre. This hasn't been explored in detail but it is likely that although this would cover some costs it could still leave a deficit.																													

Additional information: Play Centre Attendance data – as 31st August 2015

Eagle Street Play Centre	Total	Male	Female
Number of children registered (who attend at least once a quarter)	94	51	43
Number of children who attend once a month or more (in the last quarter)	26	14	12
Number of children who attend once a week or more (in the last quarter)	66	36	30
Number of children who attend 5 or more sessions per week (in the last quarter)	40	23	17
Average number of children attending a weekday session (in the last quarter)	30	17	13
Average number of children attending a Saturday session (in the last quarter)	30	17	13
Average number of children attending a school holiday session (in the last quarter)	40	21	19

Edgewick Play Centre	Total	Male	Female
Number of children registered (who attend at least once a quarter)	79	45	34
Number of children who attend once a month or more (in the last quarter)	20	10	10
Number of children who attend once a week or more (in the last quarter)	49	24	25
Number of children who attend 5 or more sessions per week (in the last quarter)	40	17	23
Average number of children attending a weekday session (in the last quarter)	30	12	18
Average number of children attending a Saturday session (in the last quarter)	30	16	14
Average number of children attending a school holiday session (in the last quarter)	40	18	22

*To be registered a child needs to have attended once or more in a quarter. At the end of each quarter the registers are refreshed and children who have not attended during the quarter are taken off the register. Children can be re-registered if they attend a session.

Ethnic profile of children – September 2015

The ethnic origin of the **173** children registered was recorded as follows:

Pakistani	44	Asian/Other	3
White/British	45	Bangladeshi	3
African	35	Mixed/Other	6
Arabic	11	White/Other	6
Indian	8	African/Caribbean	2
Caribbean	7	Iraqi	3

Analysis of Children - Common Assessment Framework/Children In Need and Child Protection Plans

Description	Edgewick	Eagle St	Total
Children with open Common Assessment Frameworks (CAFs)	3	0	3
Children In Need (on-going referral with no Looked After Children or Child Protection status)	5	2	7
Children with current Child Protection plans	0	2	2
Looked After Children:	2	0	2

Supplement: Play Centres and Nursery Provision for children aged 0-5 years

Context

- All parents are entitled to 15 hours a week for 38 weeks per year fund nursery provision (known as “Early Education”) at no cost to them (funded) for their 3 and 4 year old children.
- Approximately 40% of all 2 years are entitled to 15 hours a week for 38 weeks per year fund nursery provision (known as “Early Education”) at no cost to them (funded) for their 2 year old children (in the term following their birthday). The eligibility criteria is similar to that for free school meals for school-age children.
- Parents need to pay for any nursery provision for their 0-2 year old children and for any hours over and above the 15 hours provision.
- It is a children’s services priority to encourage as many parents of 2, 3 and 4 year old children to take up their 15 hours a week entitlement to nursery provision.

Rationale for recommended option

The data shows that there is scope for expansion of nursery provision in the Foleshill area.

- There are limited vacancies for 2 year old funded places in the nurseries near Edgewick (George Elliot and Wonder Years)
- There are currently 90 eligible 2 year old children in Foleshill (52%) who do not take up their 15 hours per week entitlement – most of these live in the area surrounding Edgewick.
- There are currently 139 children aged 3 and 4 years old (18%) who do not take up their 15 hours per week entitlement. This is one of the highest levels of non-take up in Coventry.
- In terms of “sufficiency” the ideal scenario would be for the space at Edgewick to focus on 2 year olds (with 24 placed delivered morning and afternoon to meet this need) – although a provider could run a mix of 2,3 and 4 year old provision.
- For the Eagle Street site, sufficiency is less of a current issue. However may be a viable business option for someone to offer full day-care all year round for children birth to 5 years due to the continued housing development within the ward. This would offer greater choice for parents within this area.
- The demand for nursery provision will increase with an increase in entitlement to 30 hours for working parents in September 2017.
- There is an awareness that nursery providers are interested in providing more nursery provision in the Foleshill area.

Building adaptations

- There is capital funding currently available that could be applied for in order to support the development of these projects.

Current provision in the Foleshill ward

5 full day-care providers (George Eliot (no grading – new owner), Little Angels (good), Wonder Years (good), Little Swanswell (good) and Banana Moon (no grading newly opened)

- operating all day, all year round childcare for children birth to 5 years. One of these providers is looking currently for additional sites to expand.
- 1 sessional care provider (Foleshill Children's Centre) offering mornings or afternoons only delivering early education (15 hours funded childcare) for 2 year olds and 3 and 4 year olds
- 6 Nursery Classes: 5 of which are offering morning and afternoon provision for 3 and 4 year olds and one offers morning only childcare for the same age group.
- Also there are 5 childminders offering a range of services to children under and over 5 with some school collections and 2 of these childminders offer early education places to children 2, 3 and 4 years old (15 hours funded childcare).

1	What is the proposal?
To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks.	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The Council leases the building in which Arena Park Library is based from a private landlord and the current lease ended in September 2014. Since this time the City Council has continued to occupy the premises and operate the Library, without a formal lease. The landlords are asking the Council to commit to a new five year lease at a cost of £160k per year. Arena Park Library is the most expensive community library for the Council to run.</p> <p>Coventry is a compact city and alternative provision will remain for visitors to Arena Park Library at Bell Green, Jubilee Crescent and Foleshill libraries, all of which are within 2.3 mile driving distance from Arena Park Library. The Arena Park shopping centre, on which the library is currently based, has a bus interchange which would assist current visitors of Arena Park Library to access other community library provision in the City or be able travel to the city centre and use the facilities at Central Library. Until such time that alternative provision is found within the Holbrooks area.</p> <p>A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and other information services to support children with educational attainment.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in community libraries include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • CDs • Newspapers, magazines • Readers' Groups <p>Arena Park Library has a wide range of events and activities operating from the library. For children and parents there are Rhymetime, Story Time, Stay and Play and Homework clubs are all held at least once a week.</p> <p>For adults and older people there is a craft group and family history group that meets weekly. Age UK run a friendship group aimed at older people that meet once a week.</p> <p>Some other Council Departments and partner organisations use the library to provide a drop in service or to support specific library events throughout the year.</p>	
3.2	How many people use the service?
8,617 people registered with the Library and Information Service at Arena Park Library. In 2014/15 there were 139,142 visits to the library, with a relatively high percentage of members (1,184) living outside Coventry. It was the fifth highest library visited, although the number of visits had decreased by 8% from the previous year (2013/14) Arena Park had the third most book issues in Coventry in 2014/15. Arena Park Library provides access to nine computers.	

In 2014/15 there were 22,351 computer sessions. A session is where one person has used the computer. The length of a session will vary person to person depending on the reason that are using the computer, for example someone may only use computer for 15 minutes to check emails and someone else may use the computer for one hour because they doing their school homework or applying for a job.

3.3 When is the service open?

The service is currently open for 61 hours per week at the following times:

Library	Current Opening Times
Arena Park	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday - 9am till 7pm Thursday - 9am till 7pm Friday 9am till 7pm Saturday 9am till 4pm Sunday 12 noon till 4pm

3.4 Are service users currently charged for using the service?

Libraries offer free access to:

- Reading
- Book borrowing (initial loan 4 weeks)
- Information
- IT resources – (2 hours free internet use)
- Events and activities

There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, there is a charge is applied.

Charges are also made where items are returned late.

3.5 What is the history and background to the service?

Coventry is a compact city and has seen a large population growth over the past 100 years, from 62,000 in 1901 to almost 330,000 in 2014.

There are three "Carnegie" libraries situated in Coventry – Earlsdon, Foleshill and Stoke.

The Carnegie libraries in Coventry are the libraries built with money donated by Andrew Carnegie. Carnegie, a Scottish American industrialist, held a special interest in local libraries and had given away a huge amount of his wealth to charities and foundations by the time of his death in 1919.

The Central Library opened in 1986 in its current location. Up until the 1990's library services were operated from a mixture of buildings across the city.

Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel more than 2 miles to access a service¹.

In 2001 'Best Value' inspected Coventry City libraries and awarded them 'no stars for the quality of its service' and outlined eight recommendations for improvement.

¹ PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

<p>Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.</p> <p>Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first libraries to be part of the change.</p> <p>The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor, Arena Park and Allesley Libraries; all of which have opened since 2000. Arena Park Library opened in 2005 as part of the Arena Park shopping development.</p> <p>Central Library was modernised and refurbished in 2012.</p>	
3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
<p>The Arts Council plays a significant role in supporting and developing the libraries sector. The Art Council's vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research 'Envisioning the library of the future' was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.</p> <p>The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.</p> <p>The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.</p> <p>Arena Park Library provides books for the Housebound Service and provides collections of books to five residential care homes in the city, the books used by this service will need to be accommodated at another library.</p>	
4	What are the proposed financial savings?
<p>The Council can save a total of £323k. £141k of the total saving will come from staffing/ running costs and £182k savings from property costs. The property related costs include the cost of lease, business rates, utility costs, property repairs and maintenance.</p>	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
<p>This proposal will affect children, adults, older people and disabled people who visit and use the Arena Park Library facilities. The Library and Information Service is also aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p> <p>In Coventry, local communities experience all different levels of deprivation. Arena Park Library is located in the north of the city. The more deprived areas of Coventry are in the north and east of the city whilst the least deprived areas are mostly situated in the south and west. The Arena Park Library catchment is within an area of deprivation, as defined by the National Indices of Deprivation. Ceasing provision at Arena Park Library would result in a reduction availability of free computers, which may affect people using computers to look for work or register for benefits.</p> <p>If Arena Park Library closed there would be other alternative libraries in the city that visitors could access. Bell Green, Jubilee Crescent and Foleshill libraries are all within 2.3 mile driving distance from Arena Park Library. The Arena Shopping Park has regular buses travelling to/from the city</p>	

centre which means other community libraries and Central Library can be accessed via public transport, although for some people this might involve extra travel time and/or costs. All these libraries have computers available for people to use.

The Home Library Service, in partnership with Age UK Coventry, will continue to deliver materials to the homes of people who are housebound and potentially be available to children, adults or older people with disabilities. The Library and Information Service will continue to work with the Carers Trust Heart of England to find new ways of supporting carers in the city

The Library and Information Service will continue to promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children with their educational attainment.

Further information about the potential impact and potential mitigation of this proposal is available within the Arena Park Library Equality and Consultation Analysis (ECA) Document.

6	What is the impact on staff?
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The current budgeted staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposal to end provision at Arena Park Library would potentially affect 5.81 FTE contracts and these staffing reductions would be made from across the Service. It is proposed that where possible the impact of posts being deleted would be managed through voluntary redundancy/ early retirement, ending a number of temporary posts and the deletion of several vacant posts. Staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy.

7	What are the potential options are there for the use of the buildings?
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The Arena Park Library building is not owned by the City Council and therefore we do not have any control over its future use, unless this was via the planning application process.

8	What other service alternatives have been considered?
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The proposal about Arena Park Library is one of a number of current proposals affecting the Library and Information Service. Other proposals include:

- **Proposal 3** - To end delivery of library services (and not renew the lease) from the current Willenhall Library facility to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.
- **Proposal 4** – To end the mobile library service.
- **Proposal 5** - To cut the library media fund of £658,000 by £100,000 in 2016/17. The media fund is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers, magazines and materials in other languages.
- **Proposal 6** – For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.
- **Proposal 7** To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays.

1	What is the proposal?
To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The Council leases the building in which Willenhall Library is based from a private landlord. The landlord of the building has served notice on the Council following the end of the current lease in October 2013 and court action for a new lease has so far been deferred. In the current financial climate, a lower cost alternative in a community facility would be sought.</p> <p>The proposal is to relocate a staffed library and develop a strategic partnership with the Haggard Centre to maximise the benefits of library resources to local residents and to explore the potential for joint work. The buildings are opposite each other on Remembrance Road. The distance between the two locations is 0.2 miles</p> <p>A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in Community Libraries include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • Newspapers, magazines • Readers' Groups <p>Willenhall library has a wide range of events and activities operating from the library. For children and parents there are Rhymetime, Homework clubs and a youth group that are all held at least once a week. Excluded pupils and their teachers use the library on a regular basis.</p> <p>For adults and older people there are computer classes twice a week, Age UK run a friendship group aimed at older people that meet once a week and there is a knitting group that meets weekly.</p> <p>Some other Council Departments and partner organisations use the library to provide a drop in service or to support specific library events throughout the year, for example careers advice sessions are held weekly in partnership with WEET Centre.</p>	
3.2	How many people use the service?
<p>3,408 people registered with the Library and Information Service at Willenhall Library. In 2014/15 there were 150,186 visits to the library. It was the third busiest for visitors, and had the sixth most book issues in 2014/15. The number of visits has increased by 5% from the previous year (2013/14). Willenhall Library provides access to thirteen computers. In 2014/15 there were 20,244 computer sessions. A session is where one person has used the computer. The length of a session will vary person to person depending on the reason that are using the computer, for example someone may only use computer for 15 minutes to check emails and someone else may use the computer for one</p>	

hour because they doing their school homework or applying for a job.

3.3 When is the service open?

Library	Current Opening Times
Willenhall	Monday - 1pm till 7pm Tuesday - 9am till 7pm Wednesday CLOSED Thursday - 9am till 7pm Friday 9am till 7pm Saturday 9am till 4pm Sunday CLOSED

3.4 Are service users currently charged for using the service?

Libraries offer free access to:

- reading
- book borrowing (initial loan 4 weeks)
- information
- IT resources – (2 hours free internet use)
- Events and activities

There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, a charge is applied.

Charges are also made where items are returned late.

3.5 What is the history and background to the service?

Coventry is a compact city and has seen a large population growth over the past 100 years, from 62,000 in 1901 to almost 330,000 in 2014.

There are three "Carnegie" libraries situated in Coventry – Earlsdon, Foleshill and Stoke.

The Carnegie libraries in Coventry are the libraries built with money donated by Andrew Carnegie. Carnegie, a Scottish American industrialist, held a special interest in local libraries and had given away a huge amount of his wealth to charities and foundations by the time of his death in 1919.

The central library opened in 1986 in its current location. Up until the 1990's library services were operated from a mixture of buildings across the city. Willenhall Library opened in 1995 as part of a redevelopment of the retail area and housing redevelopment in Willenhall.

Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel more than 2 miles to access a service².

In 2001 'Best Value' inspected Coventry City libraries and awarded them 'no stars for the quality of its service' and outlined eight recommendations for improvement.

Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.

Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first

² PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

libraries to be part of the change.	
The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor, Arena Park and Allesley Libraries; all of which have opened since 2000.	
Central Library was modernised and refurbished in 2012.	
3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
<p>The Arts Council plays a significant role in supporting and developing the libraries sector. The Art Council's vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research 'Envisioning the library of the future' was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.</p> <p>The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.</p> <p>The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.</p> <p>Willenhall Library also provides books for the Housebound Service and provides collections of books to ten residential care homes in the city, the books used by this service will need to be accommodated at another library.</p> <p>Part of the proposed space identified by the Haggard Centre is currently being used by a youth club.</p>	
4	What are the proposed financial savings?
The Council can save a total of £46k from this proposal.	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
<p>This proposal will affect children, adults, older people and disabled people who visit and use the current Willenhall library facilities. Willenhall is an area of the city where a greater number of the local population are library members. Willenhall is also an area where there are a greater number of households with no access to private transport. The close proximity of the Haggard Centre, a potential alternative location means that extra travel times could be minimized.</p> <p>A potential transfer of the library to the Haggard Centre, a busy community space would potentially enable current Willenhall Library users to access a wider range of community resources and potentially increase. This would also provide the Library Service with the opportunity for greater partnership working and for expanding the range of partners the library will work with.</p>	
6	What is the impact on staff?
The current budgeted staffing establishment of the Library and Information Service is 118.8 full equivalent (FTE) contracts. This proposal would mean that staff working at the current Willenhall Library would transfer to the new community location.	
7	What are the potential options are there for the use of the buildings?
The current Willenhall Library building is not owned by the City Council and therefore we do not have any control over its future use, unless this was via the planning application process.	

8	What other service alternatives have been considered?
	<p>The proposal about Willenhall Library is one of a number of current proposals affecting the Library and Information Service. Other proposals include:</p> <ul style="list-style-type: none"> • Proposal 2 - To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks. • Proposal 4 – To end the mobile library service. • Proposal 5 - To cut the library media fund of £658,000 by £100,000 in 2016/17. The media fund is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers, magazines and materials in other languages. • Proposal 6 For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm. • Proposal 7 To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays.

1	What is the proposal?
The proposal is to end the mobile library service.	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The mobile library service serves parts of the city and is expensive to run. The majority of stops are a mile or less from a library building.</p> <p>Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. Members of the public not able to visit a static library, for example frail elderly people, those who have physical disabilities or who are housebound are able to access the Coventry Home Library Service provided in partnership with Age UK Coventry. This service has capacity to take on additional demand which may follow the mobile closure.</p> <p>A key objective for the library service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and other information services to support children with educational attainment.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in Community Libraries include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • Newspapers, magazines • Readers' Groups <p>The mobile library has a large collection of books, including fiction and non-fiction as well as large-print books. A variety of talking books is also available.</p> <p>A small selection books in community languages is carried by the mobile library. There is also a wide variety of books for children and teenagers. Staff members are also available to provide information about a range of topics to mobile library users.</p>	
3.2	How many people use the service?
<p>The mobile library service visits each of the 64 existing stops every week (Monday to Saturday). The service has 794 registered users; approximately 65% of those are children. Once registered with the library service people can use any library, including the mobile service. There were 13,503 visits across the 64 stops in 2014/15. The number of visits to the mobile library has decreased by 8.5% when compared to visits made in 2013/14.</p>	
3.3	When is the service open?
<p>The service scheduled opening hours is 38.8 hours a week (excluding driving time). The length of time at a stop can vary but can range from 10 minutes up to 1.5 hours, with the majority of stops lasting for 30 minutes. The mobile currently stops at the following locations:</p>	

Mondays	
Time	Location
9.30am - 10am	Potters Green: St Philip's Church, Ringwood Highway
10.05am - 10.35am	Woodway Park: Co-op, Narberth Way
10.45am - 11.05am	Wyken: Caludon Park, Farren Road
11.15am - 11.45am	Wyken: Longfellow Road/Macdonald Road
11.50am - 12.20pm	Charterhouse: St. Margaret Road /David Road
1.30pm - 2.30pm	Holbrooks: St Finbarr's Social Club, Holbrook Lane
3pm - 4pm	Whitley: Rutherglen Avenue/Ashington Grove
4.05pm - 4.25pm	Ernesford Grange: Joseph Creighton Close/Quorn Way
5.40pm - 6.10pm	Binley: Middlefield Drive/Bulwick Close
6.15pm - 6.40pm	Binley: Hepworth Road/Lyttleton Close
6.45pm - 7.15pm	Binley: Deerdale Way/Bredon Avenue

Tuesday	
Time	Location
9.30am - 10am	Cheylesmore: The Cheylesmore, Daventry Road
10.05am - 10.35am	Stivichall: West Orchard Church, The Chesils
10.40am - 11.10am	Fenside: Fenside Ave/Charminster Drive
11.15am - 11.45am	Stivichall: Hexworthy Avenue/ Dewsbury Avenue
11.50am - 12.20pm	Green Lane: Moat Avenue/Medland Avenue
1.15pm - 1.35pm	Chapelfields: Billing Road/Oldfield Road
1.40pm - 2.00pm	Allesley: St. Helen's Way
2.05pm - 2.20pm	Allesley: Scout Hut, Washbrook Lane
2.25pm - 2.40pm	Hawkes End: Hawkes Mill Lane/Browns Lane
2.45pm - 3.05pm	Brownshill Green: Burton Close
3.10pm - 3.25pm	Wall Hill: Slashpits Farm, Wall Hill Road
3.30pm - 3.55pm	Pickford: Harvest Hill Park, Oak Lane
4.00pm - 4.20pm	Allesley: Woodridge Avenue/Oakford Drive
5.35pm - 6.00pm	Tile Hill South: Gravel Hill/Nixon Road Shops
6.05pm - 6.20pm	Tanyard Farm: Bus Terminus, Goodman Way
6.25pm - 6.40pm	Eastern Green: Poachers Retreat, Hockley Lane
6.45pm - 7.15pm	Mount Nod: The Vale, Nod Rise

Wednesday	
Time	Location
1.15pm - 2.00pm	Holbrooks: St Finbarr's Social Club, Holbrook Lane
2.10pm - 2.40pm	Aldermans Green: Lentons Lane Chapel, Lenton's Lane
2.45pm - 3.40pm	Aldermans Green: Grangehurst Primary School, Anderton Road
3.45pm - 4.15pm	Aldermans Green: Woodroffe Way/Hanson Way
5.35pm - 6.00pm	Tile Hill South: Post Office Standard Avenue
6.05pm - 6.20pm	Canley: Scarborough Way/Wolfe Road
6.25pm - 6.35pm	Cannon Hill: Aldrin Way/Lunar Croft
6.40pm - 6.50pm	Cannon Hill: The Galliards
6.55pm - 7.15pm	Cannon Hill: Tutbury Avenue/Sefton Road

Thursday	
Time	Location
9.30am - 10am	Walsgrave: Shops, Athol Road
10.05am - 10.35am	Walsgrave: Manfield Avenue
10.40am - 11.10am	Wyken: New Green Park, Wyken Croft

11.15am - 11.50am	Wyken: Devonshire Arms, Torcross Avenue
12 noon - 12.20pm	Stoke Heath: Wyken Way/Little Field
1.00pm - 1.20pm	Lower Stoke: Bulls Head Lane/Glencoe Road
1.25pm – 1.45pm	Stoke: Keats Road/Lord Lytton Avenue
1.50pm – 2.35pm	Wyken: Ravensdale Primary School, Ravensdale Road
2.40pm – 3.05pm	Wyken: Mayflower Drive
3.10pm – 3.30pm	Wyken: Bridgeacre Gardens
3.35pm - 4.15pm	Walsgrave: Clifford Bridge School, Coombe Park Road
5.30pm - 6.10pm	Allesley: Allesley F.E.C, The Bridle Path
6.15pm - 6.45pm	Allesley: Barnfield Avenue/Durham Crescent
6.50pm - 7.15pm	Eastern Green: Eastern Green/Sutton Avenue

Friday	
Time	Location
9.00am – 10.30am	Hillfields: Southfields School, East Street (school use only)
10.45am - 11.30am	Keresley: Holy Family Church, Watery Lane
11.35am - 11.55am	Counton: Norman Place Road
12 noon - 12.30pm	Counton: The Brooklands, Kingsbury Road
1.30pm – 2.00pm	Charterhouse: Welland Road/Severn Road
2.05pm – 2.35pm	Hillfields: Nicholls Street/Leopold Road
2.45pm – 4.15pm	Foleshill: Eagle Street Mosque/George Street

Saturday	
Time	Location
9.30am – 10.00am	Walsgrave: Dorchester Way/Fontmell Close
10.05am - 10.35am	Henley Green: White Horse, Broad Park Road
10.40am - 11.10am	Wood End: Loxley Close/Binton Road
11.20am - 11.50am	Foleshill: Unipart, Beresford Avenue
11.55am – 12.25pm	Foleshill: The Community House, Guild Road
12.30pm – 1.00pm	Hillfields: Dysart Close

3.4 Are service users currently charged for using the service?

Libraries offer free access to:

- Reading
- book borrowing (initial loan 4 weeks)
- information
- IT resources – (2 hours free internet use)
- Events and activities

There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, there is a charge is applied.

Charges are also made where items are returned late.

3.5 What is the history and background to the service?

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The central library opened in 1986 in its current location. Up until the 1990's library services were operated from a mixture of buildings across the city. Willenhall Library opened in 1995 as part of a redevelopment of the retail area and housing redevelopment in Willenhall.

Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel more than 2 miles to access a service³.

In 2001 'Best Value' inspected Coventry City libraries and awarded them 'no stars for the quality of its service' and outlined eight recommendations for improvement.

Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.

Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first libraries to be part of the change.

The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor, Arena Park and Allesley Libraries; all of which have opened since 2000.

Central Library was modernised and refurbished in 2012.

3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
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The Arts Council plays a significant role in supporting and developing the libraries sector. The Art Council's vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research 'Envisioning the library of the future' was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.

The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.

The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.

4	What are the proposed financial savings?
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The Council can save a total of £85k; the saving would come from staffing and fleet costs.

5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
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This proposal will affect children, adults, older people and disabled people who visit and use the mobile library facilities. The Library and Information Service is also aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.

³ PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

In Coventry, local communities experience all different levels of deprivation. The mobile library route visits most areas of the city and therefore visits different areas with differing degrees of deprivation. The more deprived areas of Coventry are in the north and east of the city whilst the least deprived areas are mostly situated in the south and west. For example on a Saturday, 5 of the 6 stops on the route are in the most deprived areas of the city but on a Tuesday some of the mobile stops visit the least deprived areas of the city. All of the stops on a Saturday are within 1 mile of a community based library whereas on Tuesday some stops are up to 2.5 miles from a community based library.

If the mobile library closed there would be other alternative libraries in the city that visitors could access. Many of the mobile library stops are within a mile or less from a library building.

The Home Library Service, in partnership with Age UK Coventry, will continue to deliver materials to the homes of people who are housebound and potentially be available to children, adults or older people with disabilities. The service currently has capacity to take on additional demand. The Library and Information Service will continue to work with the Carers Trust Heart of England to find new ways of supporting carers in the city

The Library and Information Service will continue to promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children with their educational attainment.

Further information about the potential impact and potential mitigation of this proposal is available within the Mobile Library Equality and Consultation Analysis (ECA) Document.

6 What is the impact on staff?

The current budgeted staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposal to end provision of the mobile library would potentially affect 4.00 FTE contracts and these staffing reductions would be made from across the service and staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy.

7 What are the potential options are there for the use of the buildings?

The two buses would be made available for the Council's Transport Department to use or put for sale.

8 What other service alternatives have been considered?

The proposal about the mobile library is one of a number of current proposals affecting the Library and Information Service. Other proposals include:

- **Proposal 2** - To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks.
- **Proposal 3** – To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre
- **Proposal 5** - To cut the library media fund of £658,000 by £100,000 in 2016/17. The media fund is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers, magazines and materials in other languages.
- **Proposal 6** – For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.
- **Proposal 7** To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays.

In addition to these current proposals for 2016/17, the Council wishes to pursue alternative ways of running the libraries working with other statutory and/or voluntary sector organisations and groups.

1	What is the proposal?
<p>The Library and Information Service has a media fund which is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers and magazines, and material in other languages. The media fund also provides the Libraries 24/7 offer enabling people to access online reference resources e.g. Encyclopaedia Britannica, and online downloads e.g. E-books, E-audiobooks, E-magazines and online newspapers.</p> <p>The proposal is to cut the library media fund of £658,000 by £100,000 in 2016/17.</p>	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The budget was not fully spent in 2014/15. The proposed cut in funding will not have any direct impact on users.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in Community Libraries include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • CD's • Newspapers, magazines • Readers' Groups 	
3.2	How many people use the service?
<p>Library and Information Service users that use the library to access new books, magazines, newspapers CDs and DVD's would potentially be impacted by a reduced media fund.</p> <p>In 2014/15 there were a total of 976,797 book issues, excluding downloads of e books, e-audiobooks and e-magazines across the Library and Information Service. For 2014/15 this was a -8.04% decrease in book issues when compared to 2013/14.</p>	
3.3	When is the service open?
<p>N/A – The proposal is about reducing the media fund.</p>	
3.4	Are service users currently charged for using the service?
<p>Libraries offer free access to:</p> <ul style="list-style-type: none"> • Reading • Book borrowing (initial loan 4 weeks) • Information • IT resources – (2 hours free internet use) • Events and activities <p>There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, there is a charge is applied.</p> <p>Charges are also made where items are returned late.</p>	
3.5	What is the history and background to the service?
<p>Coventry is a compact city and has seen a large population growth over the past 100 years, from 62,000 in 1901 to almost 330,000 in 2014.</p>	

There are three “Carnegie” libraries situated in Coventry – Earlsdon, Foleshill and Stoke.

The Carnegie libraries in Coventry are the libraries built with money donated by Andrew Carnegie. Carnegie, a Scottish American industrialist, held a special interest in local libraries and had given away a huge amount of his wealth to charities and foundations by the time of his death in 1919.

The central library opened in 1986 in its current location. Up until the 1990’s library services were operated from a mixture of buildings across the city. Willenhall Library opened in 1995 as part of a redevelopment of the retail area and housing redevelopment in Willenhall.

Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel more than 2 miles to access a service⁴.

In 2001 ‘Best Value’ inspected Coventry City libraries and awarded them ‘no stars for the quality of its service’ and outlined eight recommendations for improvement.

Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.

Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first libraries to be part of the change.

The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor, Arena Park and Allesley Libraries; all of which have opened since 2000.

Central Library was modernised and refurbished in 2012.

3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
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The Arts Council plays a significant role in supporting and developing the libraries sector. The Arts Council’s vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research ‘Envisioning the library of the future’ was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.

The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.

The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.

4	What are the proposed financial savings?
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The Council can save a total of £100k from reducing the media fund which is used to buy new books, magazines, newspapers CDs and DVD’s, material in other languages; online resources and resources for people with visual impairments.

5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
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⁴ PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

This proposal will affect children, adults, older people and disabled people who visit and use the Library and Information Service to access new books, magazines, newspapers CDs and DVD's. The media fund also purchases materials in a number of different formats and collections which are targeted at people with disability e.g. books in large print, stories on tape, Books on Prescription Collection for mental ill health and dementia (issues of this collection are a Marmot indicator), Pictures to Share (Dementia collection).

The Library and Information Service supplies most residential care homes in the city with books for residents who are unable to access a library. Less new material would be purchased and this would mean that potentially people may wait longer to access them.

The remaining media fund would be prioritised to meet user needs and Council priorities, for example health and well-being material.

6	What is the impact on staff?
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N/A	There would be no impact on staff as this proposal is about a reduction in the media fund.
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7	What are the potential options are there for the use of the buildings?
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N/A	This proposal is about a reduction in the media fund and therefore isn't related to any building.
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8	What other service alternatives have been considered?
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The proposal about the media fund is one of a number of current proposals affecting the Library and Information Service. Other proposals include:	
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| <ul style="list-style-type: none"> • Proposal 2 - To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks. • Proposal 3 - To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre. • Proposal 4 – To end the mobile library service. • Proposal 6 – For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm. • Proposal 7– To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays. | |
|---|--|

1	What is the proposal?
For Central Library to continue to open seven days week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The hour proposed for closure is one of the quietest of the working week (3,135 loans in total between 7.00pm and 8.00pm from 8th April 2015 to 17th September 2015) and will result in a very small reduction in visitors over the course of a week yet achieve some financial savings.</p> <p>A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in Central Library include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • CDs • Newspapers, magazines • Readers' Groups <p>Central Library is the largest of the City's library spaces and holds the largest collection of books, CDs, DVDs and other resources. The library is open 7 days per week and receives on average over 1,000 visits per day.</p> <p>Central library has a wide range of events and activities operating from the library. For children and parents there are rhymetime and storytime and that are all held at least twice a week. A chatterbox group for primary school aged children and a Teen Reading Group meet monthly.</p> <p>For adults and older people there are a variety of shared interest groups that meet in the library, for example readers groups, chess group, family history group and knitting group amongst others.</p> <p>Central Library has a meeting room in which a wide range of community events and sessions are held, and the room is available for hire. The library hosts many partners who use the space to meet library users and explore opportunities to share their work. For example, Royal British Legion drop in session or Army carers drop in sessions.</p> <p>A key aspect of the work the library services does with partner agencies focuses on health and well-being. For example the NHS run free health check drop in service once a week for people aged 40-74. Drop in sessions are also run for nutritional advice, sexual health advice, and Improving Access to Psychological Therapy (IAPT) which can support people who are feeling stressed or anxious, low mood and it's affecting people doing normal everyday things. Weekly meditation sessions are also available in partnership with The Flame.</p>	
3.2	How many people use the service?
26,490 members are registered with the Library and Information Service at Central Library. In	

2014/15 there were 450,370 visits to the library. It is the busiest library for visitors, and had the most book issues in 2014/15. The number of overall visits has decreased by 3.7% from the previous year (2013/14). There is no data available about the number of visitors to Central library between 7 and 8pm, but we know that book issues are lower than at other times of day.

Central Library provides access to fifty one computers. These computers will be upgraded by March 2016. In 2014/15 there were 134,277 computer sessions. Across the year there is an average of 11,190 computer sessions per month. A session is where one person has used the computer. The length of a session will vary person to person depending on the reason that are using the computer, for example someone may only use computer for 15 minutes to check emails and someone else may use the computer for one hour because they doing their school homework or applying for a job. Computer sessions are not available within the last 15 minutes of the opening time, therefore if the opening hours are reduced all computer sessions would need to be completed by 6.45 pm.

3.3 When is the service open?

Central Library is currently open for 66.5 hours per week.

Library	Current Opening Times
Central Library	Monday - 9am till 8pm Tuesday - 9am till 8pm Wednesday 9am till 8pm Thursday - 9am till 8pm Friday - 9am till 8pm Saturday - 9am till 4.30pm Sunday 12 noon till 4pm

3.4 Are service users currently charged for using the service?

Libraries offer free access to:

- reading
- book borrowing (initial loan 4 weeks)
- information
- IT resources – (2 hours free internet use)
- Events and activities

There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, a charge is applied.

Charges are also made where items are returned late.

3.5 What is the history and background to the service?

Coventry is a compact city and has seen a large population growth over the past 100 years, from 62,000 in 1901 to almost 330,000 in 2014.

There are three "Carnegie" libraries situated in Coventry – Earlsdon, Foleshill and Stoke.

The Carnegie libraries in Coventry are the libraries built with money donated by Andrew Carnegie. Carnegie, a Scottish American industrialist, held a special interest in local libraries and had given away a huge amount of his wealth to charities and foundations by the time of his death in 1919.

The central library opened in 1986 in its current location. Up until the 1990's Library services were operated from a mixture of buildings across the city. Willenhall Library opened in 1995 as part of a redevelopment of the retail area and housing redevelopment in Willenhall.

Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel

more than 2 miles to access a service⁵.

In 2001 'Best Value' inspected Coventry City libraries and awarded them 'no stars for the quality of its service' and outlined eight recommendations for improvement.

Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.

Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first libraries to be part of the change. The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor and Allesley Libraries.

The newer libraries including Arena Park, Tile Hill and Allesley Park have all opened since 2000.

Central Library was modernised and refurbished in 2012.

3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
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The Arts Council plays a significant role in supporting and developing the libraries sector. The Art Council's vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research 'Envisioning the library of the future' was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.

The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.

The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.

The Adult Education Service lease permanent space in Central Library and Coventry Carer's Trust will soon be moving into the building on a permanent basis. Central Library is an access point for Healthwatch Coventry and Macmillan information. Central Library is also one of the 'Safe Place' available people with learning disabilities if they need help whilst in the city centre.

4	What are the proposed financial savings?
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The Council can save a total of £40k from this proposal from a reduction in staffing costs.

5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
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This proposal will affect children, adults, older people and disabled people who visit and use Central Library facilities and who use the library in the evening. The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Central Library will remain open 7 days a week.

The reduction in opening hours would also affect access to the changing places facility which is a specialist toilet, shower and changing room for disabled people and located on the 1st floor of Central Library.

6	What is the impact on staff?
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⁵ PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

The current budgeted staffing establishment of the Library and Information Service is 118.8 full equivalent (FTE) contracts.

This proposal would potentially mean a reduction of 1.89 FTE contracts and these staffing reductions would be made from across the service and staff displaced from a library that is reducing its opening hours will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy.

7 What are the potential options are there for the use of the buildings?

The Central Library will continue to operate from its current location and therefore no other use of the building has been considered.

8 What other service alternatives have been considered?

The proposal about Central Library is one of a number of current proposals affecting the Library and Information Service. Other proposals include:

- **Proposal 2** - To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks
- **Proposal 3** - To end delivery of library services (and not renew the lease) from the current Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.
- **Proposal 4** – To end the mobile library service
- **Proposal 5** - To cut the library media fund of £658,000 by £100,000 in 2016/17. The media fund is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers, magazines and materials in other languages
- **Proposal 7** To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays

In addition to these current proposals for 2016/17, the Council wishes to pursue alternative ways of running the libraries working with other statutory and/or voluntary sector organisations and groups.

1	What is the proposal?
To standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays. This will mean Caludon Castle, Earlsdon and Foleshill libraries closing on Wednesdays and Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill closing on Sundays.	
2	What is the rationale for this particular proposal and what are the key messages?
To standardise delivery days across the service. It is anticipated that the majority of people who use libraries on these days would be able to access them on other days of the week.	
<p>During week commencing 7th September 2015, 524 items were issued on Wednesdays from Caludon Castle, Earlsdon and Foleshill libraries and 556 items were issued on Sundays from Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill libraries.</p> <p>A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment.</p>	
3	Service Description
3.1	What does the service do?
<p>The Coventry Library and Information Service provide a wide range of services. The core services provided in Central and community libraries include:</p> <ul style="list-style-type: none"> • Book lending, including books in large print and in community languages • Space for activities and events • Information • Internet access • DVD lending including box sets • CDs • Newspapers, magazines • Readers' Groups <p>Caludon Castle Library offers activities for children and parents including rhymetime, storytime, craft sessions and homework help once a week. Caludon Castle Library is located within Caludon Castle School and this means that staff and the school children are regular users of the library. Other local schools also use the library. For adults and older people, there are weekly computer help sessions and a monthly readers group.</p> <p>Earlsdon Library has a wide range of events and activities operating from the library. For children and parents there is rhymetime sessions that are held twice a week, stay and play once a week and a monthly storytime and craft session. For adults and older people there are a variety of shared interest groups that meet in the library, for example readers group, family history group, knitting group and a French and Spanish conversation groups.</p> <p>Foleshill Library has a wide range of events and activities operating from the library. For children and parents there is rhymetime sessions that are held three times a week, stay and play once a week and monthly storytime and craft session. For adults and older people, there is computer help sessions twice a week, weekly knitting group and a monthly readers group. Careers advice is available weekly through the National Careers Services. NHS Health Checks are available once a week for 40 to 74 year olds.</p> <p>Bell Green Library has a wide range of events and activities operating from the library. For children and parents there is rhymetime, stay and play sessions held once a week and a monthly storytime</p>	

and craft session. For adults and older people, there are a weekly computer help sessions, weekly knitting group, a monthly readers group and a monthly Friendship Group which is run in partnership with Age UK. Weekly benefits and debt advice is available via a partnership with Coventry Independent Money Advice Service.

Stoke Library has a wide range of events and activities operating from the library. For children and parents there is rhymetime and stay and play sessions that are held twice a week, Homework help once a week and a monthly storytime and craft session. For adults and older people, there are a weekly computer help sessions, a monthly readers group and a weekly Friendship Group which is run in partnership with Age UK. The NHS run stop smoking clinics once a week and sexual health clinic and health checks once a month from the Library.

Tile Hill Library has a wide range of events and activities operating from the library. For children and parents there is rhymetime, stay and play sessions, early years music sessions and homework help that are held once a week. For adults and older people, there is a weekly coffee morning, knitting group and craft group. NHS health checks are available once a month. A readers group is also held once a month.

3.2 How many people use the service?

Library	Registered Library Users as at 3 rd September 2015	Library visits in 2014/15	Items Issued in 2014/15 (Books, and all audio visual items)	Computer Sessions in 2014/15	Number of computers in the library available for public use
Bell Green	4165	159,208	42,618	22,707	13
Cauldon Castle	883	28,545	18,692	2,008	6
Earlsdon	6184	140,104	95,897	16,914	14
Foleshill	7403	112,666	65,532	38,393	21
Stoke	5154	118,003	52,197	22,287	18
Tile Hill	5691	119,737	77,991	14,922	20
Total across the six community libraries	29,480	678,263	352,927	117,231	92

A total of 29,480 members are registered with the Library and Information Service at across the six community libraries potentially affected by a change in their opening hours, with Foleshill having the most registered library users. A registered user is where the person first registered to become a member of the Library and Information Service. This does not mean that the registered users always visit one particular library and members of the library can visit any library in the city including the mobile library service.

In 2014/15 there were 678,263 visits across the six libraries. Bell Green Library was the busiest library for visitors out of the six. Earlsdon Library the most book issues out of the six libraries in 2014/15. The number of overall visits to these six community libraries has remained fairly static when compared to the visitor numbers for 2013/14. Foleshill Library saw the biggest decline in visitor numbers by seeing reduction of 6.3% in the number of visits.

The six community libraries provide access to a total of 92 computers for general public use. This equates to 42% of the computers available across the Library and Information service. In 2014/15 there were 117,231 computer sessions undertaken by the public in these six community libraries. A session is where one person has used the computer. The length of a session will vary person to person depending on the reason that are using the computer, for example someone may only use computer for 15 minutes to check emails and someone else may use the computer for one hour because they doing their school homework or applying for a job.

3.3 When is the service open?

The six community libraries affected by this proposal are currently open at the following times:

Library	Current Opening Times	Current Total hours open per week	Proposed Reduction in hours open	New Proposed hours open per week
Bell Green Library	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday CLOSED Thursday - 9am till 7pm Friday - 9am till 7pm Saturday - 9am till 4pm Sunday - 12 noon till 4pm	51 Hours	-4 hours	47 hours
Caludon Castle Library	Monday - 1pm till 5pm Tuesday - 9am till 12 noon Wednesday 2pm till 5pm Thursday - 2pm till 7pm Friday - 9am till 12 noon Saturday - 9am till 4pm Sunday - CLOSED	25 hours	-3 hours	22 hours
Earlsdon	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday 9am till 7pm Thursday - 9am till 7pm Friday - 9am till 7pm Saturday - 9am till 4pm Sunday 12 noon till 4pm	61 hours	-14 hours	47 hours
Foleshill	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday 9am till 7pm Thursday - 9am till 7pm Friday - 9am till 7pm Saturday - 9am till 4pm Sunday 12 noon till 4pm	61 hours	-14 hours	47 hours
Stoke Library	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday CLOSED Thursday - 9am till 7pm Friday - 9am till 7pm Saturday - 9am till 4pm Sunday - 12 noon till 4pm	51 Hours	-4 hours	47 hours
Tile Hill Library	Monday - 9am till 7pm Tuesday - 9am till 7pm Wednesday CLOSED Thursday - 9am till 7pm Friday - 9am till 7pm Saturday - 9am till 4pm Sunday - 12 noon till 4pm	51 Hours	-4 hours	47 hours

<p>The current community library opening hours across the whole Library and Information Service, equates to 656 hours per week. Across the six community libraries affected by this proposal it would mean a total reduction of 43 opening hours. This equates to a 6.6% reduction in community library opening hours if this proposal was agreed.</p>	
3.4	<p>Are service users currently charged for using the service?</p> <ul style="list-style-type: none"> - Libraries offer free access to: - reading - book borrowing (initial loan 4 weeks) - information - IT resources – (2 hours free internet use) - Events and activities <p>There are small charges made for the loan of CD's and DVD's, computer printouts, photocopying and use of the fax machine. Additionally any computer usage over the free two hour period, a charge is applied.</p> <p>Charges are also made where items are returned late.</p>
3.5	<p>What is the history and background to the service?</p> <p>Coventry is a compact city and has seen a large population growth over the past 100 years, from 62,000 in 1901 to almost 330,000 in 2014.</p> <p>There are three “Carnegie” libraries situated in Coventry – Earlsdon, Foleshill and Stoke.</p> <p>The Carnegie libraries in Coventry are the libraries built with money donated by Andrew Carnegie. Carnegie, a Scottish American industrialist, held a special interest in local libraries and had given away a huge amount of his wealth to charities and foundations by the time of his death in 1919.</p> <p>The central library opened in 1986 in its current location. Up until the 1990's library services were operated from a mixture of buildings across the city. Willenhall Library opened in 1995 as part of a redevelopment of the retail area and housing redevelopment in Willenhall.</p> <p>Following the publication of National Public Library Standards in 2001, it was stipulated that unitary authorities should provide a footprint of public library facilities ensuring that no resident had to travel more than 2 miles to access a service⁶.</p> <p>In 2001 'Best Value' inspected Coventry City libraries and awarded them 'no stars for the quality of its service' and outlined eight recommendations for improvement.</p> <p>Coventry City Council committed to provide a modern vibrant library service to meet the needs of Coventry. Libraries were refurbished and modernised as community hubs, ready to lead on information, education and digital inclusion.</p> <p>Investment from the Council was used to create new library facilities, libraries in shared buildings and to redesign existing libraries. Stoke, Arena Park, Bell Green and Cheylesmore were some of the first libraries to be part of the change. The new style of libraries was successful and informed the further modernisation of Earlsdon and Foleshill. Property development opportunities saw the creation of Caludon Castle, Tile Hill, Stoke Aldermoor, Arena Park and Allesley Libraries.</p> <p>Central Library was modernised and refurbished in 2012.</p>
3.6	<p>Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)</p> <p>The Arts Council plays a significant role in supporting and developing the libraries sector. The Art</p>

⁶ PLSS1- Proportion of households living within specified distance of a static library. Unitary 2 miles

<p>Council's vision for libraries is that they inspire and empower people to lead active lives, enriched through cultural experience. Recent research 'Envisioning the library of the future' was a major project undertaken by the Arts Council in 2012/13 in order to understand the future for libraries, and how to enable them to develop.</p> <p>The research found that public libraries are trusted spaces, open to all, in which people continue to explore and share the joys of reading, information, knowledge and culture. It is clear that people value the services that libraries provide and will continue to do so. Indeed, there is a clear message that there is a compelling and continuing need for a publicly funded library service.</p> <p>The research also highlighted that public libraries face many challenges in the coming years, including advances in technology, which affect the ways in which people want to connect to information and culture, reduced public expenditure, the increasing involvement of citizens in the design and delivery of public services, and the needs of an ageing population.</p>	
4	What are the proposed financial savings?
The Council can save a total of £98k from this proposal from a reduction in staffing costs.	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
<p>This proposal will affect children, adults, older people and disabled people who visit and use Cauldon Castle, Earlsdon and Foleshill Libraries on Wednesdays and Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill close on Sundays.</p> <p>For children, older people or disabled people it may be more difficult for them to travel to the city centre independently to utilise Central Library facilities which will remain open on Wednesdays and Sundays</p> <p>Users of Foleshill and Earlsdon Library will see a double impact as they are both currently open on a Wednesday and Sunday.</p> <p>The current timetable of events and activities means that certain activities that currently take place on a Wednesday or Sunday E.g. at Foleshill a Stay and Play session is currently run on a Wednesday If the opening hours were revised, the Library and Information Service would look accommodate existing activities within the new opening hour arrangements, where possible.</p> <p>Further information about the potential impact and potential mitigation of this proposal is available within the Community Library Opening Hours Equality and Consultation Analysis (ECA) Document.</p>	
6	What is the impact on staff?
<p>The current budgeted staffing establishment of the Library and Information Service is 118.8 full equivalent (FTE) contracts.</p> <p>This proposal would potentially mean a reduction of 5.05 FTE contracts and these staffing reductions would be made from across the service and staff displaced from a library that is reducing its opening hours will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy.</p>	
7	What are the potential options are there for the use of the buildings?
All the community libraries affected by this proposal will continue to operate from their current location and therefore no other use of the building has been considered.	
8	What other service alternatives have been considered?
<p>The proposal about Community Library Opening hours is one of a number of current proposals affecting the Library and Information Service. Other proposals include:</p> <ul style="list-style-type: none"> • Proposal 2 - To end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks • Proposal 3 - To end delivery of library services (and not renew the lease) from the current 	

Willenhall Library facility and to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre

- **Proposal 4** – To end the mobile library service
- **Proposal 5** – To cut the library media fund of £658,000 by £100,000 in 2016/17. The media fund is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers, magazines and materials in other languages.
- **Proposal 6** – For Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm

In addition to these current proposals for 2016/17, the Council wishes to pursue alternative ways of running the libraries working with other statutory and/or voluntary sector organisations and groups.

1	What is the proposal?																						
The proposal is to withdraw the youth services commissioning budget for 2016/17 and work with the community and voluntary sector to explore the best way that youth services for young people should be delivered across Coventry.																							
2	What is the rationale for this particular proposal and what are the key messages?																						
<p>The number of young people directly impacted will be minimised because there are currently no ongoing activities being funded through this budget so no current service users will be impacted. Where grants are about to be awarded, it is clear that the grants are time-limited.</p> <p>Youth service activities focusing on the most vulnerable young people should be prioritised above the provision of more general activities funded through the commissioning budget.</p>																							
3	Service Description																						
3.1	What does the service do?																						
<p>The Youth Service Commissioning Budget was set up with an allocation of £139,000 to enable organisations to deliver positive activities.</p> <p>The youth service does not deliver the activities directly and the following organisations are about to begin delivery of positive sporting activities receiving funding under Service Level Agreements (SLA) for 2015/16 only. The funding will also be used to support the development of a consortium of sport coaching locally and to set up as a social enterprise delivering positive activities. There are no on-going financial commitments for this scheme and there are no prior live funding agreements.</p> <table border="1"> <thead> <tr> <th>Name of club</th><th>Total Cost</th></tr> </thead> <tbody> <tr> <td>Coventry Community American Football Club</td><td>£4,300</td></tr> <tr> <td>Ice Skating and Ice Hockey Community Club</td><td>£7,225</td></tr> <tr> <td>Moat House Basketball</td><td>£4,900</td></tr> <tr> <td>Boxing</td><td>£3,400</td></tr> <tr> <td>Racquet Sports</td><td>£4,900</td></tr> <tr> <td>Skateboarding Project</td><td>£20,000</td></tr> <tr> <td>Stoke Aldermoor Football Project</td><td>£2,000</td></tr> <tr> <td>Belgrade Theatre Project</td><td>£4,000</td></tr> <tr> <td>Community Interest Company set up– feasibility study</td><td>£5,700</td></tr> <tr> <td>Total</td><td>£56,425</td></tr> </tbody> </table>		Name of club	Total Cost	Coventry Community American Football Club	£4,300	Ice Skating and Ice Hockey Community Club	£7,225	Moat House Basketball	£4,900	Boxing	£3,400	Racquet Sports	£4,900	Skateboarding Project	£20,000	Stoke Aldermoor Football Project	£2,000	Belgrade Theatre Project	£4,000	Community Interest Company set up– feasibility study	£5,700	Total	£56,425
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<p>The above funding will impact 140 young people and it will lead to better outcomes by providing structure, discipline, healthy lifestyle, fitness and team-work.</p> <p>A feasibility study will also be carried out into establishing a Community Interest Company (CIC) for the sports clubs to become an operational group able to sustain itself through fund raising. The feasibility study will be funded from the £56K and will be supported by Positive Youth Foundation who already have experience of bringing together local groups, to develop the operational group and CIC framework. The funding will also support the development of Skateboarding in Coventry City Centre and: Identify and provide supporting activities to assist this work; City Centre skateboard event and assist skateboard group to join Sports Clubs CIC as appropriate to continue in their own fund raising.</p>																							
3.2	How many people use the service?																						
It is estimated that 140 young people will benefit from the funding and activities outlined above in 2015/16.																							

3.3	When is the service open?
Young people will benefit from activities identified above at a variety of times.	
3.4	Are service users currently charged for using the service?
Not currently but through the feasibility study outlined above, this factor will be addressed.	
3.5	What is the history and background to the service?
<p>In 2013 the Youth Service worked with Coventry, Warwickshire and Solihull Sport (CSW Sport) to organise a sports programme as part of Youth Service summer activities funded from Sportivate, a funding stream from UK Sport. This led to a number of new sports opportunities being piloted with young people.</p> <p>In 2014, with funding from the Commissioning Budget aspect of Youth Service budget, the most popular activities from summer 2013 were continued under a number of Service Level Agreements, along with other positive engagement activities more geographically focused in areas where gaps in youth provision had an impact on services to young people. Some of these activities have been continued, for example, the reopened Broad Street Studio in Foleshill; work with African Caribbean young people in the Freehold Street centre in Hillfields; and where funding continues to be available, positive activities in Foleshill delivered by Positive Youth Foundation.</p> <p>2015 – 2016 funding gives the opportunity to continue funding to the youth community sports clubs already operating at the same time as considering how they can continue beyond the life of the funding under a sustainable CIC.</p>	
3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
The activities provide benefit beyond attendance at sessions themselves. The enable young people to achieve better outcomes through developing structure, discipline, healthy lifestyle, fitness and teamwork.	
4	What are the proposed financial savings?
Proposed annual saving for 2016/17 of £139,000.	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
140 service users would be impacted – their protected characteristics are unknown.	
6	What is the impact on staff?
No impact on Council staff posts.	
7	What are the potential options are there for the use of the buildings?
This proposal does not impact on Council buildings.	
8	What other service alternatives have been considered?
For youth community sports clubs to remain as separate operating units within other existing all-age clubs. This potentially disadvantages young people who may find it difficult to 'break-into' an existing team where additional resources do not exist for youth sport development.	

1	What is the proposal?
<p>The proposal is to close six public conveniences located outside of the City Centre. The two city centre public conveniences would remain open.</p> <p>The six suburban locations are as follows:</p> <ul style="list-style-type: none"> • Canal Basin • Earlsdon (Albany Street) • Foleshill (Foleshill Road) • Radford (Jubilee Crescent) • Riley Square, Bell Green (Roseberry Avenue) • Tile Hill (Jardine Crescent) 	
2	What is the rationale for this particular proposal and what are the key messages?
<p>The location of public conveniences outside the city centre are a historic anomaly and do not reflect planned provision for need. Changing social demographics make these facilities unattractive places for the public to visit. Following the recent decision to close the public conveniences in Cheylesmore a local community group is exploring providing modern self cleansing toilets as a replacement on a self-funding basis.</p>	
3	Service Description
3.1	What does the service do?
<p>Public conveniences are generally small buildings containing male, female and disabled toilets which are available for use by the general public. These public conveniences are free of charge.</p>	
3.2	How many people use the service?
<p>Unknown. No usage data is available.</p>	
3.3	When is the service open?
<p>The public conveniences are closed overnight and closed in the early evening (around 7pm) except Albany Road which is closed later (around 9pm). Times vary as this forms part of the workload of the out of hours team and may vary because of other issues that need addressing.</p>	
3.4	Are service users currently charged for using the service?
<p>No. Facilities are provided free of charge.</p>	
3.5	What is the history and background to the service?
<p>Toilets and their locations are a historic anomaly and do not reflect any planned provision for need. Changing social demographics (e.g. an increase in the number of publicly accessible toilets in public and quasi-public buildings, more car usage etc.) make these facilities unattractive places for members of the general public to visit.</p> <p>The public toilets in Cheylesmore which have now been closed down have provided evidence that the surrounding community has managed without it.</p> <p>The Council had previously closed most suburban public conveniences in the 1990s.</p>	
3.6	Is there any additional relevant service information? (E.g. value of service/interdependencies etc.)
<p>Over the course of the past 12 months there have been allegations and complaints of drugs use and sex workers at three of the suburban locations.</p>	

The service view is that the facilities provided are not well used.	
4	What are the proposed financial savings?
£50,000	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
<p>Unknown. No usage data is available.</p> <p>It is generally felt that there may be several groups who could potentially be impacted and these could include older people, children, pregnant women and people with disabilities.</p> <p>Help the Aged's 'Nowhere to Go', a study undertaken in 2006 outlining toilet provision in the UK, specifically referenced older people's views on public toilet provision in their local area and respondents agreed that the lack of public toilets stopped them going out as often as they would like and meant some people felt isolated and felt that they couldn't leave the house. This may also be true in the case of people with disabilities. For instance, people with mobility problems may find it more difficult to make ad hoc use of other toilets and choose to stay at home instead.</p> <p>Generally speaking, many children also need immediate and frequent access to a toilet, in addition to pregnant women who may need access to a toilet more often as would mothers and fathers with babies who may need to change nappies.</p> <p>However, as mentioned above, there is no specific data to suggest that any of these groups are using public toilets in the six suburban locations outlined above.</p> <p>There are a number of potential mitigations:</p> <ol style="list-style-type: none"> 1) Seek local business/community sponsorship to keep toilet provision open and clean. 2) There is already an increased number of publicly accessible toilets in public buildings and quasi-public buildings (pubs, restaurants, churches etc.). 3) Collect/publish a directory of accessible toilets (however, this mitigation would require some savings to be held back and someone would need to be commissioned to undertake the work). 4) Signage at each of the six suburban locations to direct people to nearest public toilet. 	
6	What is the impact on staff?
1 FTE. Grade 3. Male	
7	What are the potential options are there for the use of the buildings?
<p>There are three 'stand-alone' toilets (Foleshill, Canal Basin and Tile Hill) which can be considered for other uses, subject to planning or which could be demolished.</p> <p>The facilities at Riley Square, Earlsdon and Radford form part of another building and are therefore not suitable to be demolished. Any alternative use is likely to be restricted.</p>	
8	What other service alternatives have been considered?
<p>Close and demolish.</p> <p>Potential options could be:</p> <ol style="list-style-type: none"> 1) Local business sponsorship if important to community. 2) Local action group self-management replacement (as at Cheylesmore). 3) Promote/sponsor businesses to make toilets generally available to public. 4) Promote web site /app of accessible toilets. 	

1	What is the proposal?
<p>The proposal is to 'asset transfer' the remaining 6 Council owned community centres to community organisations on a full responsibility basis. At present these community centres are owned by the Council and managed by community associations but with no lease in place between the Council and the community association.</p> <p>The community associations are responsible for the day to day running of the community centres including the payment of utility costs but there is a split repairing and maintenance liability between the Council and the community association. The Council is also responsible for the cost of building insurance. The Council is therefore providing a subsidy to the community associations.</p> <p>The proposal is to remove this 'subsidy' for repairs and maintenance and insurance to the community associations and to grant the community associations long leases on a full repairing and insuring basis.</p> <p>This will result in the remaining 6 Council owned community centres moving to self management on a full cost sustainable basis. The proposal is to enter in to a lease with each community association within 12 months. If this change is not implemented within a 12 month period the proposal would be to either find an alternative community organisation to take on the management and leasehold interest or, if it is an option to close the community centre.</p> <p>The 6 community centres are:</p> <p>Stoke Aldermoor Life Centre Canley Community Centre Foleshill Community Centre** Henley Green Community Centre Holbrooks Community Centre Radford Community Centre.</p> <p>** There is currently no community organisation managing Foleshill Community Centre. The Council is managing on an interim basis</p>	
2	What is the rationale for this particular proposal and what are the key messages?
<p>There are over 30 community centres within Coventry, some are wholly in private ownership but 17 are subject to leases from the Council i.e. the Council owns the freehold and has granted some form of leasehold interest.</p> <p>A number of the community organisations managing these community centres have always had long leases from the Council and have always been self managing on a full cost sustainable basis.</p> <p>Prior to 2010 there were, however, a number of Council owned community centres with community associations managing the buildings but where there was no lease in place between the Council and the community association and with shared liabilities.</p> <p>Under the Council's Community Asset Transfer Policy (which was approved in 2010) a number of community associations who were managing these Council owned community centres, have successfully transferred to full self management with the grant of a lease from the Council, these include Bell Green, Cheylesmore, Wyken and Haggard Community Centres.</p> <p>The remaining 6 Council owned community centres have, for a number of different reasons, either not progressed at all or have not progressed as far in the Community Asset Transfer process.</p>	

<p>The community associations currently managing Henley Green Community Centre and Stoke Aldermoor Life Centre are now progressing towards the completion of leases. Radford Community Association has been keen to progress but progression has had to be put on hold until a decision is made as to whether Radford Community Centre will form a hub location.</p> <p>The proposal is to grant leases in respect of the remaining 6 community centres within the next 12 months which would result in all Council owned community centres becoming self managed without any Council subsidy.</p> <p>The Council can no longer afford to continue to subsidise the remaining community centres where leases have not been completed and does not have the capital funding to invest in the long term maintenance of the buildings. The success of those community associations where long leases have already been granted, particularly those organisations who have been successful in securing external capital and revenue grant funding, should be used to encourage those remaining community associations to enter in to long leasehold interests.</p> <p>Community centres management committees are generally positive to taking over management of community centres.</p>	
3	Service Description
3.1	What does the service do?
<p>Each community centre has a different range of activities. Example of the activities currently taking place at each community centre are as follows:</p> <p>Stoke Aldermoor: bingo, sewing group, knitting, over 55's lunch group, Pinley over 60's, family cooking sessions, resident association meetings</p> <p>Canley: Various dance groups, bingo, use by faith groups.</p> <p>Holbrooks: Martial Arts, wrestling classes, CATS, whist club, use by faith groups</p> <p>Henley Green: Keep fit classes, bingo, 'tea and talk' sessions, resident's association meetings</p> <p>Radford: Age UK exercise classes, senior citizen's clubs, lunch club, fitness classes, tea dances.</p> <p>Foleshill: Martial arts club, youth clubs, Friday Prayers, lectures</p> <p>In addition to the above activities run by individuals/organisations, the Council runs Adult Education classes at Stoke Aldermoor Life Centre and Henley Green community centres and Youth Services run activities from Henley Green and Radford community centres.</p> <p>Radford Library is situated within Radford Community centre.</p>	
3.2	How many people use the service?
<p>The number of people using each of the community centres varies on a daily basis depending on the activities that are being run. Numbers will fluctuate for booked activities on a weekly basis and will also vary if one off events take place.</p>	
3.3	When is the service open?
<p>The opening hours for each of the 6 community centres varies. All are open for activities from Monday to Friday but the number of activities per day varies. Most also run activities on at least some weekday evenings.</p> <p>There is also weekend activity at all of the community centres, whether for specific events i.e. a room is hired for a specific event or for a regular weekly event e.g. use by faith groups.</p>	
3.4	Are service users currently charged for using the service?
<p>Charges will vary depending on the activity.</p> <p>There will be charges for individuals attending activities such as dance classes, martial arts groups, bingo sessions, lunch clubs etc. The charges will be set by the event organiser.</p> <p>Some activities/sessions may be free of charge.</p>	

The community associations will charge the organisations/individuals who are hiring the space to run the activities.	
3.5	What is the history and background to the service?
<p>In 2008 the Council developed a 10 year strategy 'Supporting Community Groups, Neighbourhoods and Community Cohesion' and in 2010 the Council's Community Asset Transfer Policy was approved.</p> <p>At the time of the implementation of the Community Asset Transfer Policy the Council recognised the benefits associated with transferring assets to communities. The Community Asset Transfer process follows a set process following an initial expression of interest from the community organisation.</p> <p>Of the 6 remaining Council owned community centres currently being subsidised by the Council because no lease is in place; Foleshill Community Centre is currently being managed by the Council on an interim basis following the departure of the previous community association, Stoke Aldermoor Life Centre, Holbrooks Community Centre and Radford Community Centre have all been managed by the same community associations for many years. Henley Green Community Centre has seen a new community organisation take over the management of the community centre from October 2014. Canley Community Centre has seen a number of changes in the past few years to the management committee.</p>	
3.6	Is there any additional relevant service information? (e.g. value of service/interdependencies etc.)
-	
4	What are the proposed financial savings?
Approx. £30,000 per annum.	
5	What is the potential impact on service users (see Equality and Consultation Analysis) and what is the potential mitigation?
<p>If a long leasehold interest is granted, even though the Council is withdrawing the subsidy it is currently providing in respect of repair & maintenance and insurance costs there should be no impact on the service users as the community association will become self managing and on a full cost sustainable basis. With a long lease in place the community associations will be able to seek external revenue and capital grant funding, which could improve the facilities and improve provision for service users. If the community associations do not enter in to leases after the 12 month period the proposal would be to close the community centre, if there is no alternative community organisation prepared to step in and take on the management and a leasehold interest.</p> <p>There would be an impact on service uses if the community centres were closed. The Council currently runs a Library Service and Youth Service out of Radford Community Centre, an Adult Education service out of Stoke Aldermoor Life Centre and an Adult Education and Youth Service out of Henley Green Community Centre.</p> <p>The community associations run some activities themselves but many activities are run by organisations/individuals who hire space within the community centre. If the community centres close these activities would cease in that location and organisers would have to find alternative venues.</p> <p>There is a children's nursery operating out of Henley Green Community Centre, where the Council has an obligation under the lease to the nursery provider to keep the community centre building open and to provide services.</p>	
6	What is the impact on staff?
Nil if leases are granted and the community centres move to self management on a full cost sustainable basis.	

There would be an impact on Council staff if community centres which provide Council services close.	
7	What are the potential options are there for the use of the buildings?
<p>If the existing community organisations are not willing to go down the asset transfer route the Council will try and find alternative community organisations willing to take on a leasehold interest and manage the community centres, with the new organisation taking on the full liability for outgoings and repairs & maintenance.</p> <p>If there is no other community organisation to take on the management and leasehold interest the Council would, where feasible, seek to close the community centres and to dispose of the sites to generate a capital receipt. This, however, may prove difficult for some of the community centres because of their location e.g. Henley Green and Holbrooks community centres are both attached to schools.</p> <p>If the Council is seeking to dispose of the sites any disposal would be subject to planning and if a centre was closed and development promoted for uses other than social or community uses there would likely to be an expectation that a S106 agreement would be sought for investment in alternative community provision.</p>	
8	What other service alternatives have been considered?
<p>As part of the strategy for 'Supporting Community Groups, Neighbourhoods and Community Cohesion' a Community Organisation Support (COS) grant was approved for community centres. Each community centre agreed to a grant aid agreement with the criteria set by the Council's Neighbourhood Action Team at the time. This required community organisations to put in place good practice and governance. Each community centre which applied was supported by Neighbourhood Action officers and was awarded £10k per financial year.</p> <p>COS funding was withdrawn in 2012.</p>	

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Appendix B

Transition Fund – administration process outline

1. Background

The Council is making difficult decisions against a backdrop of savage spending cuts that sees our government funding halve by 2017 from 2010 levels. Proposals made as part of the City Centre First (Connecting Communities) Programme aim to provide services to the best level we can now afford.

In some cases local community and voluntary sector groups have already approached us about how they might play a role in the delivery of a library, or other, service that may otherwise reduce as part of these spending cuts. Unless communities and other organisations join together to work with us and others on delivering services in neighbourhoods these services will end.

As part of the 2015/16 budget setting process the City Council agreed to establish a one-off £0.5m Transition Fund to support communities in mitigating the impact of City Council service reductions. This is an important investment by the Council and a way of enabling communities to deliver alternative service models and mitigate the impact of spending reductions in local areas. It is an opportunity to think innovatively about how services could be delivered differently, providing some transition support to make this a reality.

2. Purpose of the transition fund

Groups and organisations within Coventry Communities may wish to have more involvement in providing services to Coventry residents, in particular, where service reductions impact on a specific community.

The Transition Fund exists to support those groups and organisations that need one-off funding to get their project off the ground. Opportunities that could be available as part of the Transition Fund will vary from project to project.

Applications for the Transition Fund could include:

- An application for the resources needed to be able to carry out a function that has historically been provided by the Council e.g. for the purchase of equipment to maintain a park
- A business case to temporarily fund administrative or management support during the early stages of a project, to assist in the establishment and set up of systems to enable community asset transfer or service provision

- An application for minor refurbishment to make a location or premises suitable for a specific purpose e.g. the delivery of a service now being provided by the community or another organisation.

The purpose of the transition fund is to provide some mitigation of the impact of Council service reductions – not to replicate those services through grant, but to kickstart, empower and enable communities and partners to run services in new ways on a sustainable basis.

The use of the fund is not limited to the examples outlined above – these are provided for indicative purposes only. The fund must be flexible in its usage to enable the trialling of new ideas and approaches, but it must enable the Council to achieve its overall financial and non-financial objectives through the Connecting Communities programme. Any application made to the Transition Fund will be considered provided that it meets the criteria outlined in section 4 below.

3. Process

From December 2015 the Council will consult on proposals made as part of Connecting Communities – Phase One (formerly City Centre First). At this time, the Council will also engage with stakeholders to gain a greater understanding about the opportunities that exist for co-production or for communities to take a new or increased role in the delivery of City Council services as part of Connecting Communities – Phase Two.

From December, expressions of interest will be sought from these stakeholders to access one-off funds from the transition fund provided that cost savings to the Council can be demonstrated and delivered in order to achieve targets in the Council's Medium Term Financial Strategy.

An initial assessment will determine whether or not the proposal should be taken forward to completion of either an application or a business case.

The Transition fund will be split into two key areas as follows:

1. Development of community services/support to mitigate the impact of public sector reductions – an application will need to be submitted
2. Specific proposals to transfer services/buildings that would otherwise close to voluntary/community sector – a business case will need to be submitted.

All applications and business cases received will be evaluated to include an assessment of how the objectives of the Transition Fund will be met. A robust, financially viable and sustainable project plan will also be required where relevant to the proposal. The Council will not, through the Transition Fund, fund anything that the Council already funds and the Council may need to take procurement, HR or legal advice on specific proposals to test their feasibility.

It is anticipated that the maximum application/business case for use of the fund will not usually exceed £20k per application/business case.

Stakeholders will be given a deadline to submit their applications/business cases to coincide with the formal consultation and engagement processes for Connecting Communities (Phases 1 and 2). Future proposals for consultation will be brought to Cabinet during Summer 2016. These proposals will be partly informed by the outcome of the transition fund application process.

4. Evaluation

Once applications and business cases have been received they will be evaluated by representatives from Connecting Communities project team using the criteria below:

- Evidence of a sustainable and feasible business case
- Mitigation against specific service reductions, whilst enabling the Council to deliver savings
- How the proposal protects and supports the most vulnerable in the local community
- Development of active citizens in strong actively engaged and sustainable communities

Following assessment of the proposals, recommendations will be made as part of future cabinet reporting on City Centre First (February 2016 and Summer 2016) to approve the applications and business cases that best meet the criteria described.

Where opportunities are identified that require expediency, these proposals will require applications and business cases to be submitted by January 2016. Recommendations will be made to Cabinet during February 2016 to award transition fund to the successful applicants, to enable implementation from April 2016.

Decisions on award of Transition funding will normally be made by Cabinet unless the matter is urgent or where lower risk/value opportunities are identified, when the Executive Director of Resources will have delegated authority in consultation with the Cabinet Member for Finance and Resources.

5. Eligibility

The Transition Fund will be only open to groups/organisations that are based in Coventry and might include, but will not be limited to, community groups, community centre associations and residents associations.

Timescale summary

Date	Action
7 th December 2015	<p>Consultation on Connecting Communities Phase One (formerly City Centre First) begins</p> <p>Engagement on Connecting Communities Phase Two begins</p> <p>Expressions of Interest sought for Transition Fund proposals</p> <p>Proposals requiring swift implementation to submit applications/business cases¹</p>
End January 2016	<p>Initial deadline for expressions of interest from groups and organisations</p> <p>Review expedited applications and business cases</p>
February 2016	<p>Expressions of Interest to be taken forward to either Application Form or Business Case stage.</p> <p>Recommendations to be made to Cabinet on the outcome of expedited applications and business cases.</p>
End March 2016	Deadline for submission of Application Forms and

¹ [Note](#): Where opportunities are identified that require expediency, an earlier report will be brought to the Cabinet for decision making in February 2016. This will potentially lead to usage of the fund with effect from this date and onwards. Where lower risk/value opportunities are identified, the Executive Director of Resources will have delegated authority in consultation with the Cabinet Member for Finance and Resources.

	Business Cases
April 2016	Successful applicants notified
June/July 2016	Proposals on Connecting Communities delivery model taking into consideration successful applications

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Appendix C

Evolving City-Wide Engagement Strategy

A city-wide engagement strategy is being developed for the Cabinet Member for Community Development, Co-operatives and Social Enterprise, which will be proposed to her by December 2015. It will propose a new approach to engagement to achieve the goal of building sustainable ways of working that achieve collaborative relationships amongst the public, elected members and public services.

It is proposed that we trial and practice the emerging engagement approach through the Connecting Communities programme. Doing this will help the Council to develop a better understanding about how citizens and communities want to be involved in shaping and delivering public services in Coventry. The Connecting Communities will impact on communities across the city and is a prime opportunity to practice more collaborative and transparent engagement techniques and build trust amongst citizens, elected members and officers.

The emerging city-wide engagement approach will include working collaboratively with citizens simultaneously across each of these four layers:

1. **In local neighbourhoods:** We will work with citizens to find and use engagement tools that are most suited to the area and will:
 - Encourage contributions from quieter voices
 - Enable vulnerable groups to get involved
 - Build upon what is already there - the communities skills, aspirations, existing community resources
 - Help to shift the relationship between officers, ward councillors and citizens towards co-production where collaboration is the norm, as opposed to the council 'doing to' or 'doing things for' people.

Tools could include asset mapping, participatory budgeting and appreciative enquiry, which have been proven to be effective in some areas of the city. We will trial different face to face and digital methods to create community networks.

2. **Across the city:** We will draw upon and expand the network of contacts held by the Council and partner organisations to conduct city-wide deep conversations with citizens about issues that are important to them. We will use techniques such as citizens panels. The first topic will be the purpose of and vision for the city centre (as requested by participants of the citizens panel included in the combined authority engagement programme).
3. **In organisations:** We will support employees and elected members to use digital engagement tools and community engagement techniques, especially for drawing potentially excluded groups and quieter voices into public participation. We will collate and share information about both off-line and on-line conversations taking place and

show how these are used to inform decisions that are taken. This transparency is critical for building the trust needed for co-production to succeed.

4. **Digitally:** We will work with the Coventry Partnership to establish the digital infrastructure needed to support the work in neighbourhoods, across the city and in organisations. We will provide more inviting and conversational digital tools to encourage a wider range of citizens to participate and create a repository for storing and sharing all the different strands of the conversation.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review
Service
Directorate

Connecting Communities (Phase 1) - Review of Play Centres - Proposal 1
Children's Services Transformation
People

About the person completing this form

Name
Role
Email
Telephone
Date section 1a completed

Adrian Coles
Programme Delivery Manager
Adrian.Coles@coventry.gov.uk
024 7683 3551
13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This Equality and Consultation Analysis looks specifically at **proposal 1** within the Connecting Communities programme which is to stop providing play activities at Edgewick and Eagle Street Play Centres and to explore the option for them to be used for nursery provision for two, three and four year olds.

In the context of significant financial pressure it is not a priority for the Council to provide, nor pay for, play centre activities. The Council can save a total of £165,000 annual revenue costs of £125,000 (direct costs of which £115,000 are staff costs) plus £40,000 property costs by stopping play centre activities.

Alternative positive uses for the building will be explored including an alternative use for the buildings for a nursery provider to deliver provision from these buildings. Alternative local play activities that users of the play centres could benefit from will also be explored and the outcome of this will feed into final decisions about the play centres. It is recognised that there may or may not be a charge for these activities.

Section 2 below explores areas of positive and negative impact against each characteristic in detail. However, to summarise, the closure of the play centres could have a potentially negative impact in relation to:

- Age – as the service users are children;
- Race – as high numbers of ethnic minority children attend the centres; and
- Deprivation – as the centres are located in highly deprived areas their closure is likely to affect families currently experiencing high levels of deprivation.

Impact on service users

2. What are the possible impacts of this project / review on the following groups?



Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions																								
Age	<p>Children aged 5 to 12 years old attend the play centres. As at 31st August 2015, a total of 173 children were registered at the two play centres. A total of 80 children use the centres very regularly (5 or more sessions per week) and approximately 20-40 children attend each session.</p> <p>(Note: at the end of every quarter the registration list is reviewed and children who have not attended in that time period are taken off the list).</p>	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Ceasing play activities would mean that up to 173 children do not have the opportunity for after-school and Saturday play activities that are free of charge at the play centres.</p> <p>Mitigations: Existing activities within the local area or elsewhere in Coventry that are available at no charge or low cost and/or community groups will be explored.</p>																								
Disability	Information about whether children who attend the play centres have disabilities is not currently collected.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>State your reasons / evidence for negative impact.</p> <p>Mitigations: Currently unknown</p>																								
Gender	Of the 173 children registered, 92 are boys and 81 are girls.	<p>Positive impacts: As above for age</p> <p>Negative impacts: As above for age.</p> <p>State your reasons / evidence for negative impact.</p> <p>Mitigations: As above for age</p>																								
Gender Reassignment	Not applicable due to 5-12 year old age range.	<p>Positive impacts: Not applicable</p> <p>Negative impacts: Not applicable</p> <p>Mitigations: Not applicable</p>																								
Marriage/Civil Partnership	Not applicable due to 5-12 year old age range.	<p>Positive impacts: Not applicable</p> <p>Negative impacts: Not applicable</p> <p>Mitigations: Not applicable</p>																								
Pregnancy/Maternity	Not applicable due to 5-12 year old age range.	<p>Positive impacts: Not applicable</p> <p>Negative impacts: Not applicable</p> <p>Mitigations: Not applicable</p>																								
Race	<p>The ethnic origin of the 173 children registered was recorded as follows:</p> <table><tr><td>Pakistani</td><td>44</td></tr><tr><td>White/British</td><td>45</td></tr><tr><td>African</td><td>35</td></tr><tr><td>Arabic</td><td>11</td></tr><tr><td>Indian</td><td>8</td></tr><tr><td>Caribbean</td><td>7</td></tr><tr><td>Asian/Other</td><td>3</td></tr><tr><td>Bangladeshi</td><td>3</td></tr><tr><td>Mixed/Other</td><td>6</td></tr><tr><td>White/Other</td><td>6</td></tr><tr><td>African/Caribbean</td><td>2</td></tr><tr><td>Iraqi</td><td>3</td></tr></table>	Pakistani	44	White/British	45	African	35	Arabic	11	Indian	8	Caribbean	7	Asian/Other	3	Bangladeshi	3	Mixed/Other	6	White/Other	6	African/Caribbean	2	Iraqi	3	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: The impact on children of non-white ethnic origin is disproportionately higher than the Coventry child population.</p> <p>Mitigations: Existing activities within the local area or elsewhere in Coventry that are available at no charge or low cost and/or community groups will be explored.</p>
Pakistani	44																									
White/British	45																									
African	35																									
Arabic	11																									
Indian	8																									
Caribbean	7																									
Asian/Other	3																									
Bangladeshi	3																									
Mixed/Other	6																									
White/Other	6																									
African/Caribbean	2																									
Iraqi	3																									
Religion/Belief	Information about whether children who attend the play centres have religion/belief is not currently collected.	<p>Positive impacts: Unknown</p> <p>Negative impacts: Unknown</p> <p>Mitigations: Unknown</p>																								

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Sexual Orientation	Information is unknown about the sexual orientation of the children who attend the play centres.	Positive impacts: Not known Negative impacts: Not known Mitigations: Not known
Looked After Children	2 of the 173 children registered is looked after	Positive impacts: State your reasons for positive impact, if any. Negative impacts: As above for age characteristic State your reasons / evidence for negative impact. . Mitigations: As above for age characteristic
Carers	Information is unknown	Positive impacts: Not applicable Negative impacts: Not applicable Mitigations: Not applicable
Deprivation (e.g. income, educational attainment, worklessness)	Foleshill is an area of high deprivation. It can be inferred that it is likely that children attending the play centres are from families experiencing higher deprivation	Positive impacts: As above for age characteristic Negative impacts: There could be a negative impact on deprivation if the changes impact on the childcare arrangements for parents who work. Mitigations: Existing activities within the local area or elsewhere in Coventry that are available at no charge or low cost and/or community groups will be explored.

3. Have you considered social value requirements as part of this project/review?

Please note that this question only applies if you are intending to outsource / commission the service / project under review. Please refer to the Council's [Social Value Policy](#) for further information.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

The centres are staffed by 9 people – 1 Manager over both play centres with 4 staff at Eagle Street and 4 staff at Edgewick (grades 2 and 3). All staff employed are female. Staffing is 4.42 full time equivalents. Staff hours and grades are show below.

Grade	G6	G3	G3	G2	G2	G2	G2	G2	G2
Hours	37	22	22	16	15.5	13	13	13	12

5. What are the likely impacts of this project / review on different groups of staff?

The impact would be that all posts outlined above would be deleted and as a result staff would be subjected to the normal council management of change process outlined in its Security of Employment Agreement .

6. Do you plan to undertake formal consultation as part of this project?

Yes

☒

No

☐

7. Has a report to elected members been prepared in relation to this work?

Yes

☒

No

☐

Web link to the report:

Insert link to the report (usually <http://moderngov.coventry.gov.uk/....>).**Next steps**

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Service

Directorate

Connecting Communities (Phase 1) – Arena Park Library Proposal 2

Coventry Libraries, Advice, Health and Information Service People

About the person completing this form

Name

Peter Barnett / Gemma Tate

Role

Head of Libraries, Advice and Health Information Services

Email

peter.barnett@coventry.gov.uk

Telephone

02476831579

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Libraries and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 2** within the Connecting Communities programme which is to end delivery of library services from the Arena Library facility (and not renew the lease) and to enter into discussions to relocate reduced library provision at an alternative community location in Holbrooks.

In 2014/15 there were 139,142 visits to Arena Park library. It was the fifth highest library visited, although the number of visits has decreased by 8% from the previous year (2013/14)

Impact on service users**2. What are the possible impacts of this project / review on the following groups?**

Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	<p>This proposal would affect children, adults and older people who currently use the Arena Park Library. There are 8,617 registered members (who registered for the Library and Information Service at Arena Park as at 3rd September 2015) Although any member of the Library and Information Service can use Arena Park Library.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: These proposals would impact on children, adults and older people who use Arena Park Library</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>

Protected characteristic Disability	Commentary / Analysis	Impacts / Mitigating actions
	<p>Some of the people that currently use Arena Park Library may have a disability. The Library and Information Service does not hold full records on library users with disabilities. The Library and Information Service does hold information about some library users who have a hearing or visual impairment. This information is voluntarily provided by those library users. As at 03.09.15 there were 1175 library users with either a hearing impairment and/or visual impairment who are members of the Library and Information Service</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: People with a disability would need to use an alternative library building in the city and may need to re-plan their travel journey. This may involve longer travel times which could result in extra costs for petrol or travelling via public transport and this could be a barrier for accessing alternative library provision</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. The Coventry Home Library Service is available for people who are housebound and potentially available to children, adults or older people with limited mobility to access alternative community libraries. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Gender	<p>No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.</p> <p>Although it is anecdotally known that a high proportion of women attend the range of activities available at Arena Park Library aimed at pre-school aged children.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>
Gender Reassignment	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	<p>No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	<p>No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use the library to attend activities aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Race	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Coventry is a diverse city and from the 2011 Census we know that 33% of Coventry's inhabitants come from ethnic minority communities compared to 20% for England as a whole. Arena Park Library is located in the Longford ward of the city, and according to the Census 2011 74.5% of people living in the ward identify as White British and 25.5% of people identify themselves as being from other ethnic groups. It must be noted that library catchment areas are wider and cross ward boundaries. The Library and Information service is anecdotally aware that some people who use Arena Park Library are from different groups of people who may be defined by their race, colour, nationality (including citizenship) ethnic or national origin. Arena Park Library does have books available in other languages for example, Bengali, Gujarati, Hindi, Polish, Punjabi, Tamil and Urdu.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. The Library and Information Service Diversity Team will continue to work in libraries across the city, using language skills and cultural understanding to provide a range of stock and events reflecting the needs of people in the city. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Religion/Belief	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. However the Library and Information service is anecdotally aware that some people who use the service have different religions or beliefs.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Sexual Orientation	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>
Looked After Children	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Arena Park Library run activities for children and young people, some of whom maybe looked after children.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Carers	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. The Library and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Deprivation (e.g. income, educational attainment, worklessness)	<p>The proposal affects a library in areas of deprivation in the city. The Indices of Deprivation are made up of seven domains, Income, Employment, Health, Education, Crime, Barriers to housing and services and Living environment. Based on the overall Indices of Deprivation (2015) 44% of people who live within the Arena Park Library catchment area live in neighbourhoods of high deprivation of between 0 and 20% of most deprived neighbourhoods in England.</p> <p>In August 2013, Longford Ward, where Arena Park Library is located had an above City average unemployment rate, (7.1% compared to 5.4%) and 5.9% are claiming JSA.</p> <p>Public computer use is high as people come to libraries to look for work and apply for benefits. In 2014/15 computer usage at Arena Park Library was the 4th highest across the Library and Information Service.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Alternative library provision is available at Bell Green, Foleshill and Jubilee Crescent Libraries. The Council also wants to enter into discussions to relocate reduced library provision at an alternative community location in the Holbrooks area which is close to the current location of Arena Park Library. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce**4. How many staff belong to the protected characteristics?**

Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

Characteristics of staff group

Many staff work in part –time contracts. Many staff are female and choose to work in a particular location due to caring responsibilities or childcare commitments.

The current staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposals would impact upon staff in various ways with some posts being deleted, and other staff being required to change their working patterns.

The proposal to close Arena Park Library would potentially affect 5.81 FTE contracts and these staffing reductions would be made from across the service. It is proposed that where possible the impact of posts being deleted would be managed through voluntary redundancy/ early retirement, ending a number of temporary posts and the deletion of several vacant posts. Staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy. When proposing changes to staffing hours and location the service would consider the protected characteristics applicable to many of the current staff.

5. What are the likely impacts of this project / review on different groups of staff?

The proposal will impact upon all staff working in the Library and Information Service. New patterns of working hours will be developed to open the reformatted Library and Information Service.

Staff who work a low number of hours may be affected as the pattern of required hours of work changes

The majority of staff are paid on a Grade 2 salary. Changing work location in the city may increase travel costs for employees.

Many staff work part time and have family responsibilities, paying for childcare. A change to the required hours of work may increase the amount of money paid for childcare.

6. Do you plan to undertake formal consultation as part of this project?

Yes



No



7. Has a report to elected members been prepared in relation to this work?

Yes

☒

No

☐

Web link to the report:

Insert link to the report (usually <http://moderngov.coventry.gov.uk/>....).**Next steps**

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Service

Directorate

Connecting Communities (Phase 1) – Willenhall Library Proposal 3

Coventry Libraries, Advice, Health and Information Service People

About the person completing this form

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Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Libraries and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 3** within the Connecting Communities programme which is to end delivery of library services (and not renew the lease) from the current Willenhall Library facility to continue discussions with the Haggard Centre about a more cost effective community library being located within the Centre.

Willenhall Library was the third busiest for visitors, and had the sixth most book issues in 2014/15. The number of visits has increased by 5% from the previous year (2013/14)

Impact on service users**2. What are the possible impacts of this project / review on the following groups?**

Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	<p>This proposal would affect children, adults and older people who currently use the Willenhall Library. There are 3,408 registered members (who registered for the library service at Willenhall as at 3rd September 2015) Although any member of the library service can use Willenhall Library.</p>	<p>Positive impacts: Providing access to library services from community buildings increases access to a wider range of community facilities thus potentially reducing social isolation for older people</p> <p>Negative impacts: These proposals would impact on children, adults and older people who currently use Willenhall Library</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to existing library building of 0.2 miles thus minimising the need for extra travel for families with children and for older people. There is alternative library provision that people can visit, the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Disability	<p>Some of the people that currently use Willenhall Library may have a disability. The library service does not hold full records on library users with disabilities. The library service does hold information about some library users who have a hearing or visual impairment. This information is voluntarily provided by those library users. As at 03.09.15 there were 1175 library users with either a hearing impairment and/or visual impairment who are members of the library service</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: These proposals would impact on disabled people who currently use Willenhall Library</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision that people can visit, the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Gender	<p>No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.</p> <p>Although it is anecdotally known that a high proportion of women attend the range of activities available at Willenhall Library aimed at pre-school aged children.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision that people can visit, the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>
Gender Reassignment	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	<p>No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.</p>	<p>Positive impacts: Currently Unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. However the Library and Information service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use the library to attend activities aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision available that people can visit, the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Race	<p>Currently Unknown - No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Coventry is a diverse city and from the 2011 Census we know that 33% of Coventry's inhabitants come from ethnic minority communities compared to 20% for England as a whole. Willenhall Library is located in the Binley and Willenhall Ward of the city, and according to the Census 2011 77.9% of people living in the ward identify as White British and 22.1% of people identify themselves as being from other ethnic groups. It must be noted that library catchment areas are wider and cross ward boundaries. The Library and Information service is anecdotally aware that some people who use Willenhall Library are from different groups of people who may be defined by their race, colour, nationality (including citizenship) ethnic or national origin. Willenhall Library does have books available in other languages.</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: There is alternative library provision available that people can visit; the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The Library and Information Service Diversity Team will continue to work in libraries across the city, using language skills and cultural understanding to provide a range of stock and events reflecting the needs of people in the city. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic Religion/Belief	Commentary / Analysis	Impacts / Mitigating actions
	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service have different religions or beliefs.</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: There is alternative library provision available that people can visit; the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Sexual Orientation	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Looked After Children	No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Willenhall Library run activities for children and young people, some of whom maybe looked after children.	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision available that people can visit; the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service to support children and adults with their educational attainment. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic Carers	Commentary / Analysis	Impacts / Mitigating actions
	<p>No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>The Library service and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision available that people can visit; the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service. The Library service will continue to work with the Carers Trust Heart of England to find new ways of supporting carers in the city. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Deprivation (e.g. income, educational attainment, worklessness)	<p>The proposal affects libraries in areas of deprivation in the city. The Indices of Deprivation are made up of seven domains, Income, Employment, Health, Education, Crime, Barriers to housing and services and Living environment. Based on the overall Indices of Deprivation (2015) 60% of people who live within the Willenhall Library catchment area live in neighbourhoods of high deprivation of between 0 and 20% of most deprived neighbourhoods in England.</p> <p>In August 2013, 7.5% of people living in Binley & Willenhall Ward were claiming JSA compared to only 5.4% of the City as a whole. Binley & Willenhall Ward ranks highest out of all of the Wards for total claimants of JSA who are aged 16-24 (2.4%).</p> <p>Public computer use is high in these areas as people come to libraries to look for work and apply for benefits.</p> <p>In 2014/15 computer usage at Willenhall Library was the 6th highest across the Library and Information Service.</p>	<p>Positive impacts: Providing access to library services from a community building increases access to a wider range of community facilities.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Proposals have taken into account the proximity of community centre space to the existing library building of 0.2miles thus minimising the need for extra travel for families with children, for older people and disabled people. There is alternative library provision available that people can visit; the nearest alternative libraries based on a driving time of less than 15 minutes are Stoke Aldermoor, Stoke, Cheylesmore, Central, Hillfields and Finham. The library service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service to support children and adults with their educational attainment. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

Characteristics of staff group

Many staff work in part –time contracts. Many staff are female and choose to work in a particular location due to caring responsibilities or childcare commitments.

The current staffing establishment of the Library Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposals would impact upon staff in various ways with some posts being deleted, and other staff being required to change their working patterns.

The specific proposal to potentially relocate Willenhall Library to an alternative community location would not have any initial staffing implications, as staff currently working at Willenhall Library would initially transfer to the new location. There might be implications in respect of shift patterns.

5. What are the likely impacts of this project / review on different groups of staff?

The proposal will impact upon all staff working in the Library and Information Service. New patterns of working hours will be developed to open the reformatted library service.

Staff who work a low number of hours may be affected as the pattern of required hours of work changes

The majority of staff are paid on G2. Changing work location in the city may increase in extra travel costs for employees.

Many staff work part time and have family responsibilities, paying for childcare. A change to the required hours of work may increase the amount of money paid for childcare

6. Do you plan to undertake formal consultation as part of this project?

Yes

☒

No

☐**7. Has a report to elected members been prepared in relation to this work?**

Yes

☒

No

☐

Web link to the report: Insert link to the report (usually <http://modern.gov.coventry.gov.uk/>....).

Next steps

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Guidance

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About the project

Project or review

Connecting Communities (Phase 1) – Mobile Library Service Proposal 4

Service

Coventry Libraries, Advice, Health and Information Service

Directorate

People

About the person completing this form

Name

Peter Barnett / Gemma Tate

Role

Head of Libraries, Advice and Health Information Services

Email

Peter.barnett@coventry.gov.uk

Telephone

02476831579

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Libraries and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 4** within the Connecting Communities programme which is to end the mobile library service.

The mobile library service visits each of the 64 existing stops every week (Monday to Saturday). Once registered with the Library and Information Service people can use any library, including the mobile service. There were 13,503 visits across the 64 stops in 2014/15. The number of visits to the mobile library has decreased by 8.5% when compared to visits made in 2013/14.

The service scheduled opening hours is 38.8 hours a week (excluding driving time). The length of time at a stop can vary but can range from 10 minutes up to 1.5 hours, with the majority of stops lasting for 30 minutes.

Impact on service users

2. What are the possible impacts of this project / review on the following groups?



Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	This proposal would affect children, adults and older people who currently use the mobile library service. There are 794 registered users; approximately 65% of those are children (who registered for the Library and Information Service at the mobile service as at 3 rd September 2015) Although any member of the Library and Information Service can use the mobile library.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: These proposals would impact on children, adults and older people who use the mobile library service.</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>

Protected characteristic Disability	Commentary / Analysis	Impacts / Mitigating actions
	<p>Some of the people that currently use the mobile library may have a disability. The Library and Information Service does not hold full records on library users with disabilities. The Library and Information Service does hold information about some library users who have a hearing or visual impairment. This information is voluntarily provided by those library users. As at 03.09.15 there were 1175 library users with either a hearing impairment and/or visual impairment who are members of the Library and Information Service</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: People with a disability would need to use an alternative library building in the city and may need to re-plan their travel journey. This may involve longer travel times which could result in extra costs for petrol or travelling via public transport and this could be a barrier for accessing alternative library provision</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. The Coventry Home Library Service is available for people who are housebound and potentially available to children, adults or older people with limited mobility to access alternative community libraries. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Gender	No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Gender Reassignment	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information Service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use the library to obtain books and other materials aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. The Coventry Home Library Service is available for people who are housebound and potentially available to children, adults or older people with limited mobility to access alternative community libraries. The Library and Information service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Race	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Coventry is a diverse city and from the 2011 Census we know that 33% of Coventry's inhabitants come from ethnic minority communities compared to 20% for England as a whole. The Library and Information service is anecdotally aware that some people who use mobile library service are from different groups of people who may be defined by their race, colour, nationality (including citizenship) ethnic or national origin.</p> <p>The mobile library does have some limited material in other languages.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Religion/Belief	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service have different religions or beliefs.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Sexual Orientation	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Looked After Children	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. The mobile library has books and other materials available for children and young people, some of whom maybe looked after children.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Carers	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>The Library and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information service. The Library and Information Service will continue to work with the Carers Trust Heart of England to find new ways of supporting carers in the city. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Deprivation (e.g. income, educational attainment, worklessness)	The mobile library service operates city wide and therefore visits areas of the city with differing degrees of deprivation.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Coventry is a compact city and alternative building based provision will be available for people who currently use the mobile library service. The majority of stops are a mile or less from a library building. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

Characteristics of staff group

Many staff work in part –time contracts. Many staff are female and choose to work in a particular location due to caring responsibilities or childcare commitments.

The current staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposals would impact upon staff in various ways with some posts being deleted, and other staff being required to change their working patterns.

The proposal to end the mobile library service would potentially affect 4.0 FTE contracts and these staffing reductions would be made from across the service. It is proposed that where possible the impact of posts being deleted would be managed through voluntary redundancy/ early retirement, ending a number of temporary posts and the deletion of several vacant posts. Staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy. When proposing changes to staffing hours and location the service would consider the protected characteristics applicable to many of the current staff.

5. What are the likely impacts of this project / review on different groups of staff?

The proposal will impact upon all staff working in the Library and Information Service. New patterns of working hours will be developed to open the reformatted Library and Information service.

Staff who work a low number of hours may be affected as the pattern of required hours of work changes

The majority of staff are paid on Grade 2 salary. Changing work location in the city may increase travel costs for employees.

Many staff work part time and have family responsibilities, paying for childcare. A change to the required hours of work may increase the amount of money paid for childcare.

6. Do you plan to undertake formal consultation as part of this project?

Yes

☒

No

☐**7. Has a report to elected members been prepared in relation to this work?**

Yes

☒

No

☐

Web link to the report: Insert link to the report (usually <http://moderngov.coventry.gov.uk/....>).

Next steps

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Connecting Communities (Phase 1) – Library Media Fund – Proposal 5

Service

Coventry Libraries, Advice, Health and Information Service

Directorate

People

About the person completing this form

Name

Peter Barnett / Gemma Tate

Role

Head of Libraries, Advice and Health Information Services

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Telephone

024 7683 1579

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Libraries and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 5** within the Connecting Communities programme which is to cut the library media budget of £658,000 by £100,000 in 2016/17.

The Library and Information service has a media fund which is used for the purchase of new books, including books in large print and talking books, DVDs, newspapers and magazines, and material in other languages. The media fund also provides the Libraries 24/7 offer enabling people to access online reference resources e.g. Encyclopaedia Britannica, and online downloads e.g. E-books, E-audiobooks, E-magazines and online newspapers.

There is no statutory obligation to spend the current media fund budget in full. The Public Libraries and Museums Act (1964) only refers to the need for the library authority to "have regard to the desirability of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and

pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children”.

The proposed reduction to the media budget will not impact on the City Council’s ability to fulfil this requirement.

In 2014/15 there were a total of 976,797 book issues, excluding downloads of e books, e-audiobooks and e-magazines across the Library and Information Service. For 2014/15 this was a -8.04% decrease in book issues when compared to 2013/14.

Impact on service users

2. What are the possible impacts of this project / review on the following groups?



Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under ‘Mitigating Actions’ outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	This proposal would affect children, adults and older people who currently use the Library and Information Service to access new books, DVD’s, newspapers, magazines and material in other languages.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: The reduction in the media fund budget means that fewer books and other materials would be purchased. This would potentially result in people waiting longer to access items.</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Disability	The media fund purchases materials in a number of different formats and collections which are targeted at people with disability e.g. books in large print, stories on tape, Books on Prescription Collection for mental ill health and dementia (issues of this collection are a Marmot indicator), Pictures to Share (Dementia collection). The Library and Information Service supplies most residential care homes in the city with books for residents who are unable to access a library. The media fund provides a subscription to Calibre and RNIB for people who are visually impaired in the city.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: This could result in slightly less material being available for people with disabilities and longer waiting times to access them.</p> <p>Mitigations: The Coventry Home Library Service will continue to deliver materials to the homes of people who are housebound and potentially available to children, adults or older people with disabilities. Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Gender	No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Gender Reassignment	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. However the Library and Information service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use the library to obtain books and other materials aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: The reduction in the media fund budget means that fewer books and other materials would be purchased. This would potentially result in people waiting longer to access items</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Race	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Coventry is a diverse city and from the 2011 Census we know that 33% of Coventry's inhabitants come from ethnic minority communities compared to 20% for England as a whole.</p> <p>The Library and Information service is anecdotally aware that some people who use the service are from different groups of people who may be defined by their race, colour, nationality (including citizenship), ethnic or national origin.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: The reduction in the media fund budget means that fewer books and other materials would be purchased. This may include fewer items being available in other languages. This would potentially result in people waiting longer to access items</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>
Religion/Belief	<p>The Library and Information service does have books and other material available in other languages.</p> <p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service have different religions or beliefs.</p>	<p>Positive impacts: Currently unknown.</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Sexual Orientation	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>
Looked After Children	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Children and young people are members of the Library and Information Service, some of whom may be looked after children.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Carers	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Deprivation (e.g. income, educational attainment, worklessness)	<p>The Library and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p> <p>This proposal affects the whole Library and Information Service. A reduction in the media budget would mean less material is available to library users.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: The reduction in the media fund budget means that fewer books and other materials would be purchased. This may include fewer items being available to support educational attainment of adults and children in the city. This would potentially result in people waiting longer to access items</p> <p>Mitigations: Spend would be prioritised to meet user needs and Council priorities. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce**4. How many staff belong to the protected characteristics?**

Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

N/A – No staff are impacted by this proposal to reduce the media fund budget.

5. What are the likely impacts of this project / review on different groups of staff?

N/A – No staff are impacted by this proposal to reduce the media fund budget.

6. Do you plan to undertake formal consultation as part of this project?

Yes



No

**7. Has a report to elected members been prepared in relation to this work?**

Yes



No



Web link to the report: Insert link to the report (usually <http://moderngov.coventry.gov.uk/....>).

Next steps

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Connecting Communities Phase 1 – Central Library Opening Hours - Proposal 6

Service

Coventry Libraries, Advice, Health and Information Service

Directorate

People

About the person completing this form

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Peter Barnett / Gemma Tate

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02476831579

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Libraries and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 6** within the Connecting Communities programme which is for Central Library to continue to open seven days per week, but to close one hour earlier on weekdays – closing at 7pm instead of 8pm.

Central Library is the largest of the City's library spaces and holds the largest collection of books, CDs, DVDs and other resources. The Central Library receives on average over 1,000 visits per day. It is the busiest library for visitors, and had the most book issues in 2014/15.

There is no data available about the number of visitors to Central library between 7 and 8pm, but we know that book issues are lower than at other times of day.

Impact on service users

2. What are the possible impacts of this project / review on the following groups?



Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	This proposal would affect children, adults and older people who currently use the Central Library. There are 26,490 registered members (who registered for the Library and Information Service at Central Library as at 3 rd September 2015) Although any member of the Library and Information Service can use Central Library.	<p>Positive impacts: The Central Library remains operational 7 days a week for use by Coventry residents.</p> <p>Negative impacts: These proposals would impact on children, adults and older people who use Central Library</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Disability	<p>Some of the people that currently use Central Library may have a disability. The Library and Information Service does not hold full records on library users with disabilities. The Library and Information Service does hold information about some library users who have a hearing or visual impairment. This information is voluntarily provided by those library users. As at 03.09.15 there were 1175 library users with either a hearing impairment and/or visual impairment who are members of the Library and Information Service.</p> <p>The reduction in opening hours would also affect access to the changing places facility which is a specialist toilet, shower and changing room for disabled people and located on the 1st floor of Central Library.</p> <p>Central Library is also one of the 'Safe Place' available people with learning disabilities if they need help whilst in the city centre.</p>	<p>Positive impacts: The Central Library remains operational 7 days a week for use by Coventry residents.</p> <p>Negative impacts: Access to the changing places facility will be reduced by 5 hours per week as a result of this proposal.</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>
Gender	<p>Currently unknown as no statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.</p> <p>Although it is anecdotally known that a high proportion of women attend the range of activities available at Central Library aimed at pre-school aged children.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Gender Reassignment	Currently unknown as no statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown.</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	Currently unknown as no statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Pregnancy/Maternity	<p>Currently unknown as no information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use Central Library to attend activities aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Race	<p>Currently unknown as no information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Coventry is a diverse city and from the 2011 Census we know that 33% of Coventry's inhabitants come from ethnic minority communities compared to 20% for England as a whole.</p> <p>Central Library is located in St Michael's Ward which is ethnically diverse Ward with over half of the population stating they are White (51.0%) and being the highest ranking Ward for the proportion of people stating they are in the Black ethnic group (14.0% compared to the city wide figure of 5.6%). Also, 27.0% are in the Asian ethnic group, 3.7% are in the Mixed ethnic group and 4.3% are in the Other ethnic group – all higher than the city overall.</p> <p>Central Library does have books and other materials in other languages.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>
Religion/Belief	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information Service is anecdotally aware that some people who use the service have different religions or beliefs.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: Currently Unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Sexual Orientation	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: Currently Unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Looked After Children	No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Central Library run activities for children and young people, some of whom maybe looked after children.	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: Currently Unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment..</p>
Carers	<p>No information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>The Library and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: Currently Unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Deprivation (e.g. income, educational attainment, worklessness)	<p>In August 2013, just over half of residents in St. Michael's Ward (51.2%) are economically active (in or seeking employment) which ranks the lowest out of all of the Wards. People who are economically inactive include students, unpaid carers, retired people and people who are suffering from a long-term illness. However it must be noted that a high proportion of residents who live in St Michael's Ward are students.</p> <p>In August 2013 the percentage of people claiming JSA is higher in St. Michael's Ward than in the City as a whole (6.2% compared to 4.4%).</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: : Currently Unknown</p> <p>Mitigations: The hour proposed for closure is anecdotally one of the quietest of the working week; therefore the potential impact will be reduced. The Library and Information Service will promote the wide range of services that are available for people to access from their own home 24/7 e.g. renew and reserve books, access online reference and information services to support children and adults with their educational attainment.</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

Characteristics of staff group

Many staff work in part –time contracts. Many staff are female and choose to work in a particular location due to caring responsibilities or childcare commitments.

The current staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposals would impact upon staff in various ways with some posts being deleted, and other staff being required to change their working patterns.

The proposal to change the opening hours at Central Library would potentially affect 1.89 FTE contracts and these staffing reductions would be made from across the service. It is proposed that where possible the impact of posts being deleted would be managed through voluntary redundancy/ early retirement, ending a number of temporary posts and the deletion of several vacant posts. Staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy. When proposing changes to staffing hours and location the service would consider the protected characteristics applicable to many of the current staff.

5. What are the likely impacts of this project / review on different groups of staff?

The proposal will impact upon all staff working in the Library and Information Service. New patterns of working hours will be developed to open the reformatted Library and Information Service.

Staff who work a low number of hours may be affected as the pattern of required hours of work changes

The majority of staff are paid on Grade 2 salary. Changing work location in the city may increase travel costs for employees.

Many staff work part time and have family responsibilities, paying for childcare. A change to the required hours of work may increase the amount of money paid for childcare.

6. Do you plan to undertake formal consultation as part of this project?

Yes

☒

No

☐**7. Has a report to elected members been prepared in relation to this work?**

Yes

☐

No

☐

Web link to the report: Insert link to the report (usually <http://moderngov.coventry.gov.uk/...>).

Next steps

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Connecting Communities Phase 1 – Community Library Opening Hours – Proposal 7

Service

Coventry Libraries, Advice, Health and Information Service

Directorate

People

About the person completing this form

Name

Peter Barnett / Gemma Tate

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Telephone

02476831579

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme at phase one are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This equality and consultation analysis looks at one of six proposals specifically relating to the Coventry Library and Information Service. There are currently 17 libraries in Coventry. Central Library and 16 community libraries across the city. There is also a mobile library service.

The proposals look at the options available to reshape the Coventry Libraries and Information Service to deliver quality services within the financial resources available.

The Library and Information Service seeks to target services to meet the needs of the most vulnerable in the city. The review of the service looks at new ways of working in collaboration with other organisations to deliver services within local communities.

This Equality and Consultation Analysis looks specifically at **proposal 7** within the Connecting Communities programme which is to standardise opening hours across all community libraries. All community libraries will be closed on Wednesdays and Sundays. This will mean Caludon Castle, Earlsdon and Foleshill libraries closing on Wednesdays and Bell Green, Earlsdon, Foleshill, Stoke and Tile Hill closing on Sundays.

Impact on service users**2. What are the possible impacts of this project / review on the following groups?**

Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	<p>This proposal would affect children, adults and older people who currently use Bell Green, Cauldon Castle, Earldon, Foleshill, Stoke and Tile Hill libraries.</p> <p>A total of 29,480 members (as at 3rd September 2015) are registered with the Library and Information Service at across the six community libraries potentially affected by a change in their opening hours, with Foleshill having the most registered library users. A registered user is where the person first registered to become a member of the Library and Information Service. This does not mean that the registered users always visit one particular library and members of the library can visit any library in the city.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: These proposals would impact on children, adults and older people who currently use these six community libraries on a Wednesday or a Sunday. For some children, older people or disabled people it may be more difficult for them to travel to the city centre independently to utilise Central Library facilities which will remain open on Wednesdays and Sundays</p> <p>Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Disability	<p>Some of the people that currently use Bell Green, Cauldon Castle, Earldon, Foleshill, Stoke and Tile Hill libraries may have a disability. The Library and Information Service does not hold full records on library users with disabilities. The Library and Information Service does hold information about some library users who have a hearing or visual impairment. This information is voluntarily provided by those library users. As at 03.09.15 there were 1175 library users with either a hearing impairment and/or visual impairment who are members of the Library and Information Service.</p>	<p>Positive impacts: Currently Unknown Negative impacts: These proposals would impact on disabled people who currently use these six community libraries on a Wednesday or a Sunday. For disabled people it may be more difficult for them to travel to the city centre independently to utilise Central Library facilities which will remain open on Wednesdays and Sundays Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>
Gender	<p>No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their gender.</p> <p>Although it is anecdotally known that a high proportion of women attend the range of activities available at Bell Green, Cauldon Castle, Earldon, Foleshill, Stoke and Tile Hill libraries aimed at pre-school aged children.</p>	<p>Positive impacts: Currently unknown Negative impacts: Currently unknown Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Gender Reassignment	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Marriage/Civil Partnership	No statistical information is available for this characteristic as the Library and Information Service currently only asks people for their title (eg Mr/Mrs/Dr/Child) and not specially their marital status.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions.</p>
Pregnancy/Maternity	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>However the Library and Information service is anecdotally aware that some people who use the service are pregnant or are currently on maternity leave. For example some mothers on maternity leave will use the library to attend activities aimed at babies/pre-school aged children.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Race	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Bell Green Library is located in the Longford ward and according to the Census 2011 74.5% of people living in the ward identify as White British and 25.5% of people identify themselves as being from other ethnic groups. Cauldon Castle Library is located in the Wyken ward, and according to the Census 2011 three quarters of people living in the ward 78.7% of identify as White British and 21.3% of people identify themselves as being from other ethnic groups. Earlsdon Library is located in Earlsdon Ward of the city and according to the Census 2011 is less ethnically diverse than Coventry as a whole with 81.8% of people living in the ward identify as White British and 18.2% of people identify themselves as being from other ethnic groups. Foleshill Library is located in Foleshill Ward and according to the Census 2011 is one of the most ethnically diverse Wards in the City. The majority of Foleshill residents are in the Asian/Asian British ethnic group, 50.1%. This is the highest proportion in the City. About a third of residents are White (30.8%). Stoke Library is located in Upper Stoke Ward and according to the Census 2011 is more ethnically diverse than many other Wards with 68.9% of the population being White compared with 73.8% of the City as a whole. Mixed, Asian and Black and Other ethnic groups are slightly higher than the City wide figure. Tile Hill Library is located in Woodlands Ward and according to the 2011 Census ranks the highest of all of the Wards for the proportion of residents that say they are in the White ethnic group (93.4%).</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>

Protected characteristic Religion/Belief	Commentary / Analysis	Impacts / Mitigating actions
Sexual Orientation	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. However the Library and Information service is anecdotally aware that some people who use the service have different religions or beliefs.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>
Looked After Children	No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service. Library and Information Service run activities for children and young people, some of whom maybe looked after children.	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: Currently unknown. More information will potentially be obtained during the formal consultation process which would inform any mitigating actions</p>

Protected characteristic Carers	Commentary / Analysis	Impacts / Mitigating actions
	<p>No statistical information is available for this characteristic as the Library and Information does not collect this type of information about the users of the service.</p> <p>The Library and Information Service is aware that a number of carers use the service both for themselves and to gather materials for the people for whom they care for.</p>	<p>Positive impacts: Currently unknown</p> <p>Negative impacts: Currently unknown</p> <p>Mitigations: It is anticipated that majority of people who use libraries on these days would be able to access them on other days of the week. Central Library will remain open on Wednesday and Sunday. A key objective for the Library and Information Service is to promote the digital offer and the range of library services that are available 24/7 for people to access from their own home rather than from a specific library. For example, renew and reserve books, access online reference and information services to support children with educational attainment</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Deprivation (e.g. income, educational attainment, worklessness)	<p>The proposal affects libraries in areas of deprivation in the city. The Indices of Deprivation are made up of seven domains, Income, Employment, Health, Education, Crime, Barriers to housing and services and Living environment. Based on the overall Indices of Deprivation (2015) 79% of people who live within the Foleshill Library catchment area live in neighbourhoods of high deprivation of between 0 and 20% of most deprived neighbourhoods in England. 50% of people who live within the Bell Green Library catchment area live in neighbourhoods of high deprivation of between 0 and 20% of most deprived neighbourhoods in England</p> <p>Both these areas are significantly higher than the Coventry average of 33%. The Foleshill Library catchment area has significant levels of people (70% and over) living in neighbourhoods of 0-20% most deprived for income, employment, education and health related deprivation. Caludon Castle (12%), Earlsdon (0%), Stoke (13%) and Tile Hill (18%) are all library catchment areas that are within areas where the level of overall deprivation is lower with less neighbourhoods being within 0-20% most deprived banding of deprivation.</p> <p>Public computer use is high in some of these areas as people come to libraries to look for work and apply for benefits. Foleshill and Bell Green Libraries have the highest computer usage of the libraries affected by this proposal, this correlates with the indices of deprivation statistics.</p> <p>Although it must be noted that not everyone who lives in a deprived neighbourhood is deprived and that not all deprived people live in deprived areas.</p>	<p>Positive impacts: Currently Unknown</p> <p>Negative impacts: Currently Unknown</p> <p>Mitigations: The Central Library will continue to open on a Wednesday and Sunday, so alternative provision will be available. The Library and Information Service plan to create a 'Library Action Team' with peripatetic staff able to visit groups in the community and deliver library services where they are most needed. The team would focus on meeting the needs of children and older people</p>

3. Have you considered social value requirements as part of this project/review?

The Public Services (Social Value) Act 2012 places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts.

The nature of this proposal deals does not involve commissioning services and therefore this duty does not apply here.

Impact on the workforce**4. How many staff belong to the protected characteristics?**

Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

Many staff work in part –time contracts. Many staff are female and choose to work in a particular location due to caring responsibilities or childcare commitments.

The current staffing establishment of the Library and Information Service is 118.8 full time equivalent (FTE) contracts. However many staff (two thirds of these are part time posts) The proposals would impact upon staff in various ways with some posts being deleted, and other staff being required to change their working patterns.

The proposal to change the opening hours at Central Library would potentially affect 5.05 FTE contracts and these staffing reductions would be made from across the service. It is proposed that where possible the impact of posts being deleted would be managed through voluntary redundancy/ early retirement, ending a number of temporary posts and the deletion of several vacant posts. Staff displaced from a library that is closing will, if possible, be relocated or redeployed to other parts of the Service in line with the City Council Security of Employment Policy. When proposing changes to staffing hours and location the service would consider the protected characteristics applicable to many of the current staff.

5. What are the likely impacts of this project / review on different groups of staff?

The proposal will impact upon all staff working in the Library and Information Service. New patterns of working hours will be developed to open the reformatted Library and Information Service.

Staff who work a low number of hours may be affected as the pattern of required hours of work changes

The majority of staff are paid on Grade 2 salary. Changing work location in the city may increase travel costs for employees.

Many staff work part time and have family responsibilities, paying for childcare. A change to the required hours of work may increase the amount of money paid for childcare.

6. Do you plan to undertake formal consultation as part of this project?

Yes



No



7. Has a report to elected members been prepared in relation to this work?

Yes

☒

No

☐

Web link to the report:

Insert link to the report (usually <http://moderngov.coventry.gov.uk/...>).**Next steps**

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review

Connecting Communities (Phase 1) - Youth Commissioning Budget - Proposal 8

Service

IYSS Youth Service (Management by)

Directorate

People

About the person completing this form

Name

Peter Longden

Role

Neighbourhood Services Manager

Email

Peter.longden@coventry.gov.uk

Telephone

02476831414

Date section 1a completed

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This Equality and Consultation Analysis looks specifically at **proposal 8** within the Connecting Communities programme which is to withdraw the Youth Service Commissioning Budget of £139,000 from 2016/17 onwards and work with the community and voluntary sector to explore the best way that youth services for young people should be delivered across Coventry.

This budget is time-limited, groups know that it is time-limited and the funding is not automatically repeated to groups. This ECA can only give a broad indication of impact. For 2015/16, £50,725 has been allocated to 8 groups (Coventry Community American Football Club, Ice Skating and Ice Hockey Community Club, Moat House Basketball, Boxing, Racquet Sports, Skateboarding Project, Stoke Aldermoor Football Project and Belgrade Theatre Project) and £5,700 has been allocated to a Community Interest Company feasibility study. It is estimated that a total of 140 young people will benefit from this.

If the remaining £82,575 were to be allocated on the same ratio of funding per young person, 383 young people would benefit. This figure of 383 young people is the estimated impact figure used for this ECA.

Impact on service users**2. What are the possible impacts of this project / review on the following groups?**

Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic**Commentary / Analysis****Impacts / Mitigating actions**

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	All participants in positive engagement activities are between 10 and 21 and it is anticipated that there will be a high proportion between 13 and 17.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Reducing resources for positive engagement activities will mean less open access youth work with this age group.</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future. The Youth Service has strong partnerships with external providers of positive engagement activities who will be asked what they can contribute to mitigate the effect of the reduction.</p>
Disability	No data is available to illustrate the proportion of young people accessing positive engagement activities, but GOV.UK (January 2014) assess that 6% of children are disabled. Using this as a guide 23 young people involved would be disabled.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Fewer opportunities in localities accessed by disabled young people</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future work with partners such as Short Breaks and Coventry Blaze to identify what they can do to mitigate against the reduction</p>
Gender	Based on data from 2014/15, between 20% and 50% of participants are female depending on the activity. For example, the American Football youth community club is run by the coach of a local girls team increasing the number of females to roughly half.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Reducing budget for positive engagement activities will reduce opportunities available</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future. Work with partners, in particular those providing youth community sports clubs, to make the clubs sustainable and how female participants can be encouraged to take part.</p>
Gender Reassignment	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>
Marriage/Civil Partnership	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Some external providers are C-Card trained and a reduction in budget would mean a reduction in opportunities for C-Card in some key areas of the city.</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future. The Youth Service has strong partnerships with external providers of positive engagement activities who will be asked what they can contribute to mitigate the effect of the reduction.</p>
Race	Activities are focused on Foleshill, Longford, Wyken, Holbrooks, Stoke Aldermoor, Stoke Heath, Wood End, city centre and the young African-Caribbean community were all areas and themes benefitting from the positive engagement activities project.	<p>Positive impacts: .</p> <p>Negative impacts: Reducing resources for positive engagement activities will adversely affect all groups but more significantly Asian/Asian British and Black/African/Caribbean/ Black British - Foleshill, St. Michael's, Holbrooks and Stoke Heath.</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future. Work within St. Michael's ward can continue as more of the reduced budget will be available for targeted youth support with more vulnerable young people. Detached youth workers could be deployed to support young people identified as at risk within the Early Help process. The Youth Service has strong partnerships with external providers of positive engagement activities who will be asked what they can contribute to mitigate the effect of the reduction.</p>
Religion/Belief	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>
Sexual Orientation	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Looked After Children	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>
Carers	No information is available for this characteristic	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>
Deprivation (e.g. income, educational attainment, worklessness)	All wards benefitting from the positive engagement activities project have significant levels of deprivation.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: Reducing resources for positive engagement activities will adversely affect support to young people needing assistance to overcome the effects of social deprivation.</p> <p>Mitigations: A key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded. This could enable them to be more self-sufficient in the future. Detached youth workers could be deployed to support young people identified as at risk within the Early Help process. The Youth Service has strong partnerships with external providers of positive engagement activities who will be asked what they can contribute to mitigate the effect of the reduction.</p>

Additional information

Detached Youth Workers are mentioned as part of mitigation. Coventry City Council employs two detached youth workers in the Youth Service as part of its Vulnerable Young People's Service (VYPS), a part of the Youth Service specialising in interventions to prevent the risk of child sexual exploitation (CSE) and other vulnerabilities such as substance misuse and involvement in gangs (which make them more vulnerable to CSE) and provide interventions to support young people who are present a range of vulnerabilities.

The detached youth workers in this team have two main roles: the first is to gather intelligence from their deployment around the city of the risk to young people of CSE – this is particularly where the Youth Service doesn't have youth centres and includes areas such as Edgwick Park where the prevalence of the risk of CSE has increased in recent months.

The second part of their role is to make direct interventions with young people particularly raising personnel safety awareness, awareness of CSE, building resilience and protective behaviours – this is carried out through conversations with young people where they congregate, planned group work activities that can take place anywhere where young people are, or while engaging young people in other activities such as sport or creative arts and media through which young people can express their opinions and concerns in a safe environment. Where there are serious concerns about a young person, they will be referred to other staff in the VYPS for more specialist support and interventions. The detached team also work closely with advice and information workers based with CAB and will also make referrals to Compass and other organisations and will play a 'hand-holding' role when young people make initial visits to other organisations.

3. Have you considered social value requirements as part of this project/review?

Please note that this question only applies if you are intending to outsource / commission the service / project under review. Please refer to the Council's [Social Value Policy](#) for further information.

Impact on the workforce**4. How many staff belong to the protected characteristics?**

Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

No information is available for this as the project involved delivery by external organisations.

5. What are the likely impacts of this project / review on different groups of staff?

No information is available for this as the project involved delivery by external organisations.

6. Do you plan to undertake formal consultation as part of this project?

Yes



No



If no, why not?

7. Has a report to elected members been prepared in relation to this work?

Yes



No



Web link to the report: Insert link to the report (usually <http://moderngov.coventry.gov.uk/...>).

Next steps

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Guidance

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About the project

Project or review

Service

Directorate

Connecting Communities (Phase 1) - Review of Public Conveniences - Proposal 9

Property Services

Place

About the person completing this form

Name

Role

Email

Telephone

Date section 1a completed

Vanessa Millar

Project Support Officer

Vanessa.Millar@coventry.gov.uk

02476 831502

13/11/2015

1. Provide brief details of the aims of the project / review

The proposed programme entails a redesign of Council services so they are delivered in partnership with local communities and neighbourhoods where there is most need. Council services included within the scope of this programme are libraries, youth centres and services, children's centres, play centres, community centres, public conveniences and adult education.

This Equality and Consultation Analysis looks specifically at **proposal 9** within the Connecting Communities programme which will consider the possible impacts of decommissioning public conveniences in suburban locations across the city.

The proposal is to close six public conveniences located outside of the city centre. The two city centre public conveniences would remain open.

In the context of significant financial pressures, it is not a priority for the Council to provide, nor pay for, public conveniences. The Council could save approximately £50,000 by ceasing the provision of public conveniences in suburban locations.

Impact on service users**2. What are the possible impacts of this project / review on the following groups?**

Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

**Protected
characteristic**

Commentary / Analysis

Impacts / Mitigating actions

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Age	<p>In general, this proposal would affect all children, adults and older people using the public conveniences.</p> <p>We do not hold any data on service users and associated protected characteristics.</p> <p>However, is generally perceived that public toilets are more likely to be used by older people, disabled people (and their carers), pregnant women and those with young children.</p> <p>Help the Aged's 'Nowhere to Go', a study undertaken in 2006 outlining toilet provision in the UK, specifically referenced older people's views on public toilet provision in their local area and respondents agreed that the lack of public toilets stopped them going out as often as they would like and meant some people felt isolated and felt that they couldn't leave the house. This may also be true in the case of people with disabilities.</p> <p>Generally speaking, many children also need immediate and frequent access to a toilet, in addition to pregnant women who may need access to a toilet more often as would parents with babies who may need to change nappies.</p> <p>However, as mentioned above, there is no specific data to suggest that any of these groups are using public toilets in the six suburban locations outlined above.</p>	<p>Positive impacts: Over the course of the past 12 months there have been allegations and complaints of drugs use and sex workers at three of the suburban locations. If the decision was taken to close all public conveniences in suburban locations then reports of antisocial behaviour may be reduced. People, especially older people, link public toilets with antisocial behaviour, according to the Joseph Rowntree Foundation, which cites examples of drug-taking in public toilets. There is a perception that unattended public toilets are seen as threatening places, which puts people off using them, which can, in turn, invite more antisocial behaviour.</p> <p>Negative impacts: The closure of the public conveniences in suburban locations may affect the willingness of certain groups to access public spaces and their ability to socialise and access essential services. Older people, disabled people, pregnant women and those with young children all need easy access to toilet facilities. The lack of public toilets may stop some people from going out as much as they would like and mean that some people may feel isolated and unable to leave the house. This, in turn, would affect their well-being.</p> <p>Mitigations: There are a number of potential mitigations. 1) Seek local business/community sponsorship to keep toilet provision open and clean, 2) There is already an increased number of publicly accessible toilets in public buildings and quasi-public buildings (pubs, restaurants, churches etc.), 3) Collect/publish a directory of accessible toilets (however, this</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
		mitigation would require some savings held back and someone commissioned to undertake the work), 4) Signage at each of the six suburban locations to direct people to nearest public toilet.
Disability	<p>See 'Age' section above.</p> <p>According to data obtained in 2011 (Census), 56,247 people or 17.7% of the population in Coventry had a limiting long-term health problem or disability.</p> <p>The lack of suitable provision can stop people from going out as often as they would like and may mean that some people feel isolated and feel that they couldn't leave the house.</p> <p>For instance, people with mobility problems may find it more difficult to make ad hoc use of other toilets and choose to stay at home instead. This may prevent them from taking part in everyday activities that others may take for granted.</p>	<p>Positive impacts: See 'Age' section above.</p> <p>Negative impacts: See 'Age' section above.</p> <p>Mitigations: See 'Age' section above.</p>
Gender	<p>See 'Age' section above.</p> <p>In 2013, there were estimated to be 329,800 people living in Coventry. Overall, more residents are male (50.03% or 165,000) than are female (49.97% or 164,800).</p> <p>However, females may be more disadvantaged – see 'Pregnancy/Maternity' section below.</p>	<p>Positive impacts: See 'Age' section above.</p> <p>Negative impacts: See 'Age' section above. Women, with or without young babies and children, may be reluctant to use facilities in pubs, therefore limiting the range of alternative provision that they could access in place of public toilets.</p> <p>Mitigations: See 'Age' section above.</p>
Gender Reassignment	This review is not considered likely to have an adverse impact on this group.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>
Marriage/Civil Partnership	This review is not considered likely to have an adverse impact on this group.	<p>Positive impacts: State your reasons for positive impact, if any.</p> <p>Negative impacts: State your reasons / evidence for negative impact.</p> <p>Mitigations: Set out the mitigation for negative impacts.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Pregnancy/Maternity	See 'Age' section above. Pregnant women are more likely to need the toilet more frequently and may be disadvantaged if there were a lack of facilities.	Positive impacts: See 'Age' section above. Negative impacts: See 'Age' section above. Mitigations: See 'Age' section above.
Race	This review is not considered likely to have an adverse impact on this group.	Positive impacts: State your reasons for positive impact, if any. Negative impacts: State your reasons / evidence for negative impact. Mitigations: Set out the mitigation for negative impacts.
Religion/Belief	This review is not considered likely to have an adverse impact on this group.	Positive impacts: State your reasons for positive impact, if any. Negative impacts: State your reasons / evidence for negative impact. Mitigations: Set out the mitigation for negative impacts.
Sexual Orientation	This review is not considered likely to have an adverse impact on this group.	Positive impacts: State your reasons for positive impact, if any. Negative impacts: State your reasons / evidence for negative impact. Mitigations: Set out the mitigation for negative impacts.
Looked After Children	This review is not considered likely to have an adverse impact on this group.	Positive impacts: State your reasons for positive impact, if any. Negative impacts: State your reasons / evidence for negative impact. Mitigations: Set out the mitigation for negative impacts.
Carers	See 'Age' section above. See 'Disability' section above. Carers who look after older people, people with disabilities and young people may be disadvantaged.	Positive impacts: See 'Age' section above. Negative impacts: See 'Age' section above. Mitigations: See 'Age' section above.
Deprivation (e.g. income, educational attainment, worklessness)	See 'Age' section above.	Positive impacts: See 'Age' section above. Negative impacts: See 'Age' section above. Mitigations: See 'Age' section above.

3. Have you considered social value requirements as part of this project/review?

N/A. Not intending to outsource/commission the service/project under review.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

There is 1 FTE employed in this service area. The 1 FTE is male. Staff grade and hours worked are shown below:

Grade	G3
Hours	37

5. What are the likely impacts of this project / review on different groups of staff?

The impact would be that the 1 FTE post outlined above would be deleted. As a result, the staff member would be subjected to the normal Council management of change process outlined in its Security of Employment Agreement.

6. Do you plan to undertake formal consultation as part of this project?

Yes

☒

No

☐

7. Has a report to elected members been prepared in relation to this work?

Yes

☒

No

☐

Web link to the report: Insert link to the report (usually <http://modern.gov.coventry.gov.uk/>....).

Next steps

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

Connecting Communities (Phase one) Programme: Initial Indications of Equality Impacts

The table sets out the potential equality impact of the Connecting Communities (Phase one). 🟢 shows a positive impact; 🚫 shows a negative impact; and 🟡 shows positive & negative impacts.

Negative Impacts:		Protected Characteristics*										Local Priority Groups	
		Age: Young People	Age: Older People	Disability	Gender	Pregnancy/Maternity	Race	Religion/Belief	Sexual Orientation	Looked After Children	Carers	Deprivation	
Connecting Communities Proposals	1) Play Centres	✖								✖		✖	
	2) Arena Park Library	✖	✖	✖								✖	
	3) Willenhall Library	✔✖	✔✖	✔✖		✔✖						✔✖	
	4) Mobile Library Service	✖	✖	✖								✖	
	5) Library Media Fund	✖	✖	✖								✖	
	6) Central Library	✖	✖	✖								✖	
	7) Community Libraries	✖	✖	✖		✖						✖	
	8) Youth Services Commissioning Budget	✖		✖								✖	
	9) Public Conveniences	✖	✔✖	✖	✔✖	✖						✔✖	

*For Race, Carers, Gender Reassignment and Marriage and Civil Partnership – potential impact on these groups is currently unknown therefore impact of proposals cannot be determined. An ECA will be completed for community centres, subject to information being available as a result of the consultation process to inform our understanding of the potential impact of changes to these services.

Library and Information Service

The current opening hours across the whole Library and Information Service, including the mobile library service equates to 811.3 hours per week. The maximum number of cumulative hours lost per week would be 147.80 hours per week, which equates to an 18.2% reduction in opening hours if all the proposals relating to libraries were agreed. Users of Foleshill and Earlsdon Library will see a double impact of the proposal to amend community library opening hours as they are both currently open on a Wednesday and Sunday.

Protected Characteristics

Children, young people and disabled people are potentially negatively affected by all the Connecting Communities (Phase one) proposals. The proposals will potentially affect areas of the city with high levels of deprivation. Foleshill Ward is potentially affected by six of the 10 proposals (Proposal 1,4,5,7,8 and 9). Foleshill is the most deprived ward in the city based on the 2015 Indices of Deprivation statistics. A number of the wards in the city are affected by two proposals. It is envisaged that the proposals relating to Willenhall Library and Public Conveniences may have a positive impact on a number of protected groups.

Staff

Approximately 30 to 35 Council staff are potentially affected by the proposals. The majority of staff affected are **female, part time employees** employed in Grade 2 or Grade 2 posts. In these circumstances for those staff who wish to remain with the Council, subject to there being suitable available vacancies, the Council will do what it can to redeploy staff and support them in finding alternative work in line with the Council's Security of Employment Agreement.

Mitigation

There are existing activities within local area or elsewhere in Coventry that are available at no charge or low cost for people who currently use Edgwick or Eagle Street Play Centres. The Council will explore other ways of working with community groups to support children and families in the Foleshill area.

The Council will continue to provide a comprehensive and efficient Library Service for all persons, as library provision will still be available within Coventry.

For the Youth Commissioning Budget, a key first step of mitigating impact across protected characteristics is the feasibility study to set up a Community Interest Company that would include many of the groups funded.

For public conveniences there are a range of potential options in terms of mitigating the impact of potential closure by obtaining local business/community sponsorship to keep toilet provision open and clean or signage at each suburban toilet location to advise of the nearest public toilet. This could be in another public building, for example a church or a pub/café.

Cabinet

26 November 2015

Name of Cabinet Member

Cabinet Member for Education - Councillor Kershaw

Director Approving Submission of the report:

Director of Education, Libraries and Adult Learning

Executive Director of Resources

Ward(s) affected:

All

Title:

Outcomes of Fair Funding Consultation to Schools 2016/17

Is this a key decision?

Yes – the proposals in the Fair Funding Consultation 2016/17 will affect all schools in the City.

Executive Summary:

This report is to inform you of the results of the consultation on proposed changes to the Fair Funding Scheme of Delegation ("the Scheme") and seek approval for recommended changes to the Scheme and the Fair Funding Formula.

Recommendations:

Cabinet is requested to:

- (1) Approve the recommended changes to the Fair Funding Formula and Fair Funding Scheme of Delegation, which are summarised in section 2 of the report.
- (2) Delegate authority to the Director Education, Libraries & Adult Learning and the Executive Director of Resources, in consultation with the Cabinet Member for Education and the Schools Forum, to make necessary amendments to the final detail of the recommended changes, in order to comply with the School Finance (England) Regulations 2015, and implement any other necessary changes.

List of Appendices included:

Appendix 1 - Fair Funding Consultation 2016/17 Summary of Responses

Background papers:

None

Other useful documents:

Fair Funding Consultation 2016-17, available on the Coventry City Council website:

<http://www.coventry.gov.uk/fairfundingconsultation>

Draft Fair Funding Scheme of Delegation available on the Coventry City website:

http://www.coventry.gov.uk/downloads/download/3436/fair_funding_scheme_of_delegation

Schools Forum Deprivation Funding Report, available on the Coventry City Council website:

http://www.coventry.gov.uk/download/meetings/id/1388/download_the_briefing_note

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:

Outcome of the Fair Funding Consultation 2016/17

1 Context (or background)

- 1.1 Under Section 48 of the School Standards and Framework Act 1998, Local Authorities (LAs) are required to have schemes of delegation which set out the financial controls and arrangements that will operate between schools and the LA. Any proposed revisions to these schemes and/or the Fair Funding Formula must be the subject of consultation and require approval by the Schools Forum.
- 1.2 The Department for Education (DFE) published the "Schools Revenue Funding 2016 to 2017: Operational Guide". This sets out the school revenue funding arrangements for 2016/17.
- 1.3 The DFE has not introduced any directed changes for 2016/17. We are proposing some changes to the formula, and seeking approval of the Fair Funding Scheme of Delegation.
- 1.4 The consultation document was circulated to Head Teachers including Academy Head Teachers/Principals, Chairs of Governing Bodies, Trades Unions, Diocesan authorities, the Coventry Governors Association, members of the Schools Forum, Early Years free entitlement providers in the private, voluntary and Independent (PVI) sectors and elected members on 9th September 2015. The consultation period ended on 7th October 2015.
- 1.5 Stakeholder groups were briefed throughout the consultation period, including Trade Union representatives, Primary and Secondary Head Teachers, the School Forum. The consultation document also seeks to act as an information document to school stakeholders regarding anticipated local budget pressures.

2 Options considered and recommended proposal**2.1 De-delegated Services**

- 2.1.2 The 2013-14 reforms directed that a number of centrally held budgets within the schools block should now be delegated to schools, listed below;
 - administration of free school meals eligibility;
 - insurance;
 - licenses or subscriptions;
 - staff costs or supply cover;
 - support for minority ethnic pupils or underachieving pupils;
 - behaviour support services; and
 - library and museum services
- 2.1.3 These budgets have to be allocated through the formula but can be de-delegated for maintained primary and/or secondary schools. This means that these schools can chose to pool resource to continue delivery of a service centrally.
- 2.1.4 In 2015/16 Primary maintained schools opted to pool resources for most of the de-delegated services offered. Trade Union facility and Learning & Behaviour Support was not de-delegated by secondaries.

- 2.1.5 The same arrangements will be available in 2016-17 and must be approved by School Forum with Primary and Secondary maintained member representatives deciding for their own phase.
- 2.1.6 We will be seeking de-delegated services decision by the Schools Forum at the November meeting. The table within appendix 2 shows the values approved for de-delegation in 2015-16. School phases can also opt to de-delegate resources for services previously delegated.
- 2.1.7 The consultation document asked stakeholders to feed back any general comments on the proposal. Please see appendix 1 for a summary of the responses.
- 2.2 Deprivation Formula Funding
- 2.2.1 In 2007/08 a sub-group of the Schools Forum carried out a review of deprivation funding within the formula. It identified the difference in deprivation funding between those schools with the most deprivation funding and the least as £1,350 per primary pupil and £1,500 per secondary pupil. Following recommendations to the Schools Forum, the per pupil difference in formula deprivation funding has been reduced over a number of years whilst maintaining the total amount of deprivation funding at broadly the same level. The current difference in formula deprivation funding is £950 per pupil (both phases).
- 2.2.2 Since 2011/12, there has been the Pupil Premium Grant (PPG), which has provided additional deprivation funding to schools outside of the formula. In 2014/15, £17.7m of deprivation led PPG was provided to Coventry schools and Academies; this is more than 70% of the level of deprivation funding provided through the school budget shares. Analysing this additional funding on a per pupil basis significantly changes the previously identified gap in per pupil funding. The difference in total deprivation funding between the highest and lowest funded schools increases by £750 to £1,700 per primary age pupil and increases by £350 to £1,300 per secondary age pupil.
- 2.2.3 The substantial amount of additional funding being directed at deprived pupils through the Pupil Premium Grant has appreciably changed the amount of deprivation led funding available to schools and the range of per pupil funding levels. It is therefore important to ensure that the overall level of resource now targeted at deprived pupils remains at an appropriate level. This had been discussed at the Schools Forum and the Schools Forum Funding Sub-group in the Summer, prior to the consultation.
- 2.2.4 We consulted schools on 2 options. Both options included the recommendation that we set up a working group to undertake a more detailed review to inform 2017/18 budget setting. Option A also proposes reducing the level of deprivation funding delegated using the Income Deprivation Affecting Children Index (IDACI) factors by £2.5m (16.3%) and instead targeting this amount through the basic entitlement factor (i.e. pupil numbers). The proposed change would have the impact of reducing the overall differential in per pupil deprivation funding levels. Based on 2015/16 budgets, there would be an approximate reduction of £100 in the primary phase and £75 in the secondary sector.
- 2.2.5 Shifting funding between factors will inevitably have re-distributional impact on individual school budgets. The aim of this proposal is to reduce the differential in per pupil deprivation funding, which generally will reduce funding levels in schools with a higher deprivation score and increase funding in schools with a lower deprivation score. Detail was provided in the report of the school level financial impact. Based on 2015/16 budgets and data, this ranged from a reduction of £27K to an increase of £11K in the primary sector, and a reduction of £32K to an increase of £23K in the secondary sector.

These changes were based on not applying for an exception to alter the nationally imposed minimum funding guarantee¹ protection mechanism.

- 2.2.6 The consultation document asked stakeholders for their preference, and any general comments on the proposal. The responses were roughly 50% in favour of each option. We intend to go ahead with option B, which is to do further work with school stakeholders and make proposals for changing in funding from 2017/18. This will allow us to undertake detailed consultation with schools, apply for a disapplication to the minimum funding guarantee to allow changes to take effect, and help schools financially plan. Please see appendix 1 for a summary of the responses.

2.3 High Needs Banded Funding Framework

- 2.3.1 In 2013/14 the School Funding Reform required high needs places to be funded on a "Place-Plus" basis, where the first £10,000 of funding per place is guaranteed to an institution at the start of the year, with the Plus (aka top-up funding) being allocated based on participation.
- 2.3.2 Coventry's special schools were historically funded based on the main type of SEN they supported and the total number of places they offered. To comply with the Place-Plus reform, top-up rates were calculated as an average for the school with a link to the type of the school, not the individual needs of the pupils.
- 2.3.3 Since 2014/15 a High Needs group have been working on the establishment of a banded framework, which can link an individual pupil's needs to a specific top-up rate. This will ensure a consistent top-up rate for the institution linked to the funding required to support these needs. It is anticipated that the banded framework will be in place for special schools from April 2016, but it is hoped that longer term the framework will be applied to all institutions including further education providers, so that a high needs pupil receives the same level of top-up regardless of the institution in which they are educated.
- 2.3.4 We propose that authority is delegated to the Director for Education, Libraries & Adult Learning and the Executive Director of Resources, in consultation with the Cabinet Member for Education and the Schools Forum to implement the new funding framework from April 2016, taking into account any financial protection arrangements that would need to be implemented. Special School Headteachers will continue to be consulted as part of this process.
- 2.3.5 The consultation document asked stakeholders whether they agreed with authority being delegated to the High Needs group to progress this work, with final approval of any proposals to be agreed at Schools Forum. The responses support this proposal (please see appendix 1).

2.4 Fair Funding Scheme of Delegation

- 2.4.1 Section 48 of the School Standards and Framework Act 1998, and Schedule 14 to the Act set out that Local Authorities (LA)s should have a Scheme of Delegation. LAs are required to publish schemes for financing schools setting out the financial relationship between the LA and the schools they maintain.

¹ A per pupil protection mechanism applied to school budgets. No school can lose more than -1.5% per pupil based on the previous year's budgets.

- 2.4.2 In making any changes to their schemes, local authorities must consult all schools in their area and receive the approval of the members of their schools forum representing maintained schools. Local authorities must take this guidance into account when they revise their schemes, in consultation with the schools forum. The Schools Forum have been consulted on the changes, and we will formally ask maintained school members for their approval at the next meeting.
- 2.4.3 We consult annually on changes to the Scheme, but over the years the document has become unwieldy, outdated, and not necessarily reflective of the changing school environment within which we operate. We have, therefore, refreshed the Fair Funding Scheme of Delegation ensuring all changes previously agreed and approved through the Fair Funding Consultations are incorporated. We have also aimed to remove unnecessary detail, and ensure that our scheme aligns more closely with the format of the government guidance 'DfE Schemes for financing schools: Statutory guidance for local authorities' <https://www.gov.uk/government/publications/schemes-for-financing-schools>.
- 2.4.4 The link to the updated Fair Funding Scheme of Delegation is <http://www.coventry.gov.uk/FFSD>. At the beginning of each section there is a summary which highlights any changes that have been made to the section. The changes include further clarity on the funding of dismissal and premature retirement costs in schools. This position is in line with DfE Statutory Guidance, and is that the City Council will pick up costs in respect of the dismissal, or for the purpose of securing the resignation, of any member of the staff of a maintained school, unless there is good reason for charging those costs, or any part of those costs, to the school. The school will pick up costs in respect of any premature retirement of a member of the staff of a maintained school unless we agree with the governing body in writing that the City Council will meet them.
- 2.4.5 The consultation document asked stakeholders to feed back any general comments on the revised scheme. Please see appendix 1 for a summary of the responses.

3. Results of consultation undertaken

- 3.1 The Fair Funding Consultation is an annual consultation. All Local Authorities are required by the Department for Education (DfE) to consult with all relevant stakeholders on the proposed changes to the local fair funding formula.
- 3.2 The consultation document was circulated to Head Teachers including Academy Head Teachers/Principals, Chairs of Governing Bodies, Trades Unions, Diocesan authorities, the Coventry Governors Organisation, members of the Coventry Schools Forum, Early Years free entitlement providers in the private, voluntary and Independent (PVI) sectors on 5th September 2015 and was open for a four week period.
- 3.3 In addition, where possible, stakeholder groups were briefed throughout the consultation period. This covered Trade Union representatives, Head Teachers and the School Forum.
- 3.4 The result of the consultation is set out in Appendix 1.

4. Timetable for implementing this decision

- 4.1 We are required to submit a proforma to the Education Funding Agency (EFA) by 31st October 2015 setting out the draft Fair Funding Formula, including proposed changes. Once the proforma is checked for compliance and approved by the EFA, the proposed

changes will then be implemented from April 2016. The pro-forma has been submitted subject to Cabinet approval.

5. Comments from the Executive Director, Resources

5.1 Financial Implications

5.1.1 Financial implications on schools

Schools will face significant cost pressures in 2016/17 as a result of increasing staffing costs, and no inflationary increase to the settlement. These pressures are likely to be exacerbated in schools where there are surplus places or falling rolls.

The financial implications from the implementation of the high needs banded funding framework are not yet known, but a level of distributional impact is expected. This information will be shared with the Schools Forum and affected schools prior to implementation, alongside any protection arrangements to be considered. An approval process for this change will be as set out in section 2.3.4.

Schools will continue to be subject to the minimum funding guarantee (MFG) in 2016/17. The MFG seeks to protect schools against historical levels of funding for the purposes of stability. The level of the MFG in 2016/17 is confirmed to be -1.5% per pupil, which means no school will see a per pupil funding reduction greater than -1.5%. Schools may still see a significant cash reduction (particularly where there are falling rolls).

We have applied for an MFG disapplication to the Secretary of state for the implementation of the high needs banded funding framework. This is to enable us to implement local protection arrangements. We have not yet received approval for this.

5.1.2 Financial Implications on the LA

The DfE's School Funding Reform requires Local Authorities (LA)s to delegate some centrally spent dedicated schools grant (DSG) to schools. Maintained schools can then agree to pool funding and return to the LA to be spent on their behalf. Areas that this includes are Learning & Behaviour Support Services, Minority Group Support Services (new arrivals), maternity & Trade Union staffing. This is reviewed and approved by the School Forum on an annual basis usually at its 2nd meeting in the Autumn Term. Should a decision be taken not to pool funding for a service, then the LA would either need to operate a Service Level Agreement or stop providing the service. This would have financial and staffing implications that would need to be addressed.

The further clarity that has been provided in relation to the funding of dismissal and premature retirement costs will ensure better transparency and clear financial planning for the City Council and Schools. This is both currently and in the future an area of significant financial risk for the City Council, and is particularly relevant in the current financial climate. The City Council holds a budget to fund these costs (£190K), but at quarter 2 (2015/16) is reporting an overspend of £284K as a result of this pressure.

5.2 Legal implications

5.2.1 S 48(1) of the School Standards and Framework Act 1998 requires Local Authorities (LA)s to maintain and publish schemes connected with the financing of maintained schools. Regulations made under the Act specify the functions which the LA is and is not required to delegate to schools, and the factors which the LA considers when delegating funding. A scheme maintained by the LA may be revised in whole or in part,

the LA is required to take into account guidance issued by the Secretary of State in respect of the provisions that the Secretary of State regards as appropriate for inclusion into any revised scheme. The LA is also required to consult the governing body and head teacher of every school maintained by the authority and to submit the proposals for approval to the School's Forum.

- 5.2.2 Public authority decision makers are under a duty to have due regard to 1) the need to eliminate discrimination: 2) advance equality of opportunity between people who share a protected characteristic and those who do not: 3) foster good relations between persons who share a relevant protected characteristic and people who do not (public sector equality duty - s 149(1) Equality Act 2010). The applicable protected characteristics are disability, gender reassignment; race, religion or belief, sex; sexual orientation, pregnancy or maternity.
- 5.2.3 Decision makers must be consciously thinking about these three aims as part of their decision making process with rigour and with an open mind. The duty is to have “due regard”, not to achieve a result but to have due regard to the need to achieve these goals. Consideration being given to the potential adverse impacts and the measures needed to minimise any discriminatory effects.

6. Other 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)?

A clear and transparent financial infrastructure is key to ensuring that schools can focus on improving educational outcomes.

We operate a fair funding formula for schools, which provides funding against a number of factors including pupil numbers, deprivation, and per school. From time to time it is important to review the quantum of funding within the different areas of the formula to ensure equity of funding for schools, taking into account different school characteristics.

We also want to ensure that the financial relationship between the City Council and the schools it maintains is clear and transparent, and this is set out in the Fair Funding Scheme of Delegation.

6.2 How is risk being managed?

The consultation document is sent to all relevant stakeholders within the city.

The City Council has a statutory responsibility to ensure maintained schools can balance their budget, and the Education Funding Agency (EFA) has a statutory responsibility to ensure Academies are setting balanced budgets. The City Council also has a moral obligation to support all Coventry's children and young people.

Any potential deficit or long term sustainability issues will be reported back to the City Council as early as possible to ensure plans are put in place for balanced budgets. This will include liaison with the EFA where the school is an academy.

Work is being undertaken with all Service areas affected by changes to centrally spent dedicated schools grant (DSG) in order to pro-actively manage budget reductions.

The Updated Fair Funding Scheme of Delegation will enable schools and City Council officers to clearly understand and uphold the financial responsibilities of each organisation.

6.3 What is the impact on the organisation?

The proposals will cause some distributional funding changes at individual school level. These will be managed either by the nationally applied minimum funding guarantee, or separate protection arrangements if appropriate.

If as a consequence of implementing some of the proposals there is the need to make staffing structure changes then full consultation will be undertaken with both Coventry City Council staff and the trade unions in accordance with city council policies.

6.4 Equalities / EIA

We will ensure that as work progresses on the deprivation review and high needs banded framework that we complete the necessary equality and consultation analysis to further inform the proposals.

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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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:				
Chris Whiteley	Lead Accountant	Resources – Finance	23/10/15	02/11/15
Names of approvers: (officers and members)				
Julie Newman	Solicitor	Resources – Legal	23/10/15	29/10/15
Neelesh Sutaria	HR Business Manager	Resources – Legal	23/10/15	28/10/15

Kirston Nelson	Director of Education, Libraries and Adult Learning	People	23/10/15	02/11/15
Cllr Kershaw	Cabinet Member for Education		03/11/15	10/11/15
Barry Hastie	Assistant Director, Financial Management	Resources	23/10/15	03/11/15

This report is published on the council's website: www.coventry.gov.uk/cm15

Appendices

Fair Funding Consultation 2016/17 Summary of Responses

1 Introduction

- 1.1 This Appendix provides a summary of responses received to the consultation paper that was issued to all schools and other stakeholders on 9th September 2015. All responses that were received have been analysed and the results are summarised in this paper.
- 1.2 A total of 16 responses were received, with 6 of those received from groups and therefore representing multiple stakeholder views.

Respondent	Responses Received
Primary	7
Secondary	2
Special	2
Early years	1
Other	4
Total	16

- 1.3 The results and comments are summarised below. These are the results and comments linked to the proposals. Some of the responses included further detail and concern in relation to overall funding levels for schools, and copies of letters to various organisations in relation to this. These raise general concerns, but have not been included in full in this report. These can be made available on request.

RESULTS

2 Proposal 1 – De-delegated Services

- 2.1 De-delegated services must be approved annually. We will be seeking approval at School Forum in November 2015 in relation to 2016-17 de-delegated services. This proposal set out the information we will be sharing with the Schools Forum.
- 2.2 We asked stakeholders for general comments on this proposal.

Respondents	General Comments
Primary (5) Secondary (1)	Centrally organised agencies such as Minority Group Support Service and Behaviour Support benefit from collaborative support from schools. The Local Authority would struggle financially to continue providing the support that pupils receive without the pooling of resource centrally. School's forum must continue to ensure best value and transparency of these services/costs.
Other (2)	There needs to be more of a focus on council/schools/TU's working together to develop schools' understanding of the importance of the services and the imperative to buy into these services.

3 Proposal 2 – Deprivation Funding

- 3.1 This proposal has two options:
- 3.1.1 Option A: Reduce the current level of deprivation funding by 16.3% and instead distributing that funding through per pupil funding. It also involved carrying out a detailed

review of the level of deprivation funding in schools during 2016/17, with any recommendations being considered for 2017/18 budget setting.

- 3.1.2 Option B: To make no change to the level of deprivation funding and distribution mechanism in 2016-17, but to carry out a detailed review of the level of deprivation funding in schools during 2016/17 with any recommendations being considered for 2017/18 budget setting.

- 3.2 We asked stakeholders whether they agreed with option A or option B and for general comments.

Sector	Option A	Option B	Blank or N/A
Primary	2	5	0
Secondary	1	1	0
Special	0	0	2
Early Years	1	0	0
Other	1	0	3
Total	5	6	5

Respondents	General Comments
Primary (6)	<p>Option A: The difference between the 'per pupil' funding is significant and should certainly prompt a change in formula going forward</p> <p>Option B: We wish to continue the existing arrangements for Deprivation Funding due to the unknown allocation of Future Pupil Premium funding. This will allow for more time for schools adversely affected to prepare and also provide more time for any staffing reductions that are needed to be worked through. Combining this with potential funding shortfalls due to increased employee on costs next year could be too much in one go. Because of the unknown effects on our most vulnerable children that could result from reduced funding and austerity measures, we feel that it is vital that a more complete analysis takes place before comprehensive changes are made.</p>
Secondary (2)	<p>Option A: I believe that this makes for a much fairer distribution of the funding available to all schools.</p> <p>Option B: I feel further work should be done for 2017-18 and not just one small budget distributed differently in 2016-17.</p>
Other (3)	<p>Neither: The Schools Forum are very clear that there are perceived inequalities in the existing formula. The Schools Forum agrees that a review of deprivation funding should be pursued to address this perception. We need to be mindful that the government is looking at changes to the amount of funding to Local Authorities for schools and Coventry may find that there are substantial cuts to Dedicated Schools Grant funding.</p> <p>Option A: It appears that you have listened closely to the schools and taken on board their thoughts and suggestions. This proposal will start to redistribute some of the funds.</p>
Early Years (1)	<p>Option A: This appears to be a fairer plan to support deprivation</p>

4 Proposal 3 – High Needs Banded Funding Framework

- 4.1 The proposal discusses the High Needs Banded Funding Framework that is being worked on by a group of Head Teachers supporting high needs and LA Officers. The proposal requests that authority is delegated to the High Needs group to progress this work and

make recommendations to the School's Forum on the operation of the new framework for special schools from April 2016.

- 4.2 We asked stakeholders whether they agreed with the delegation to the High Needs working group and for any general comments.

Sector	Agree	Disagree	Blank or N/A
Primary	5	0	2
Secondary	2	0	0
Special	1	0	1
Early Years	1	0	0
Other	2	0	2
Total	11	0	5

Respondents	General Comments
Primary (2)	Agree: final approval of any proposals need to be agreed at Schools Forum
Other (4)	Agree: We support the proposal; however there is a clear need to understand the financial implications prior to implementation so that schools do not suddenly meet a cliff edge with regards to their funding. The principle of developing a funding framework is understood; however, if the pre-16 banded framework is developed in isolation from post-16 there could be problems if the principles agreed for the former are automatically applied them to the latter
Special (2)	Agree: welcome the idea of a funding link to an individual's needs.
Early Years (1)	Agree: The 'proposed way forward' certainly appears to be a fairer way to support high needs.

5 Fair Funding Scheme of Delegation

- 5.1 The LA has refreshed the Fair Funding Scheme of Delegation ensuring all changes previously agreed and approved through the Fair Funding Consultation are incorporated. We have also aimed to remove unnecessary detail and ensure that the scheme aligns more closely with the format of the government guidance

- 5.2 We asked stakeholders for general comments.

Respondents	General Comments
Other (2)	The Schools Forum has encouraged all members to submit responses from networks and individual schools. We very strongly recommend that schools seek a way of strengthening the Teachers Re-deployment Agreement for all Coventry schools to save redundancy costs and to retain experienced teachers. We also believe that the Scheme of Delegation ought to include reference to Trade Union Facilities Time.

Appendix 2: 2015-16 De-delegated Services and amounts

2015/16 De-delegated Amounts			
	Primary	Secondary	Total
Free school meal eligibility	19,119	4,550	23,669
Licences/subscriptions	0	0	0
Maternity	334,144	77,086	411,230
Trade Union facility	183,520	0	183,520
MGSS (new arrivals fund)	371,845	93,533	465,378
Behaviour support services	283,502	0	283,502
Total	1,192,130	175,169	1,367,299



Public report Cabinet

Cabinet
Council

26th November 2015
1st December 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance & Resources – Councillor Gannon

Director Approving Submission of the report:

Executive Director, Resources

Ward(s) affected:

All

Title:

Staffing Reductions and Voluntary Redundancy

Is this a key decision?

Yes. The proposals within the report have financial implications in excess of £1m.

Executive Summary:

Since 2010 the Council has undertaken significant savings exercises across the organisation in response to on-going reductions in Government funding. Savings were initially mainly focused on back office and support services, through reducing senior management posts, merging directorates and by identifying more efficient ways of delivering services. More recently, as back office efficiencies have become harder to find, front line services are being affected.

The forthcoming Spending Review announcement is likely to signal further significant resource cuts for local government and by 2017/18 Coventry is likely to face having its government funding cut by well in excess of £100m or over 55% since 2010. Further, significant savings will be needed across services. This means that the Council will be a smaller organisation in the future. By introducing more efficient and flexible ways of working the Council aims to deliver better value for residents with less bureaucracy – and fewer employees.

The Council's human resources and financial strategies put into place in 2014/15 were based on the need to plan on the basis of losing a further 1,000 posts over the medium term. If anything the prospects in the coming Spending Review would suggest a significantly larger figure will be required. This report proposes the next opportunity for staff to express an interest in Early Retirement/Voluntary Redundancy (ER/VR), and puts in place the necessary financial arrangements. This report also proposes the delegation of Authority to initiate further ER/VR programmes in the future as necessary.

Since 2010 the Council has undertaken four rounds of ER/VR which has resulted in the region of 800 approvals, this has ensured that the number of compulsory redundancies has been kept to a minimum.

Corporate ER / VR programmes are a key tool in delivering the Councils' workforce strategy to achieve savings through headcount reductions. ER/VR programmes also minimise the risk of future compulsory redundancies.

Corporate ER /VR programmes will continue to be a regular feature of the Councils workforce Strategy whether they are general programmes or programmes targeted at specific work groups. In order to be able to respond effectively and as necessary to the changing budgetary pressures flexibility is needed to introduce programmes in a timely fashion.

Recommendations:

Cabinet is recommended to:

1. Approve the launch, consultation and implementation of a fifth ER/VR programme with consultation from 2nd December until 16th January 2016 and a closing date for ER /VR applications of 23rd January 2016.
2. Delegate authority to the Executive Director Resources (following consultation with Cabinet Member for Strategic Finance and Resources) the authority to develop and instigate further (general or specifically targeted) Early Retirement / Voluntary Redundancy programmes as appropriate on an on-going basis.
3. Approve the launch, consultation and implementation of such programmes in the future.
4. Recommend to full Council that it approves the virement of additional resources of £7.4m as identified in section 5 to add to existing budgets of £10.1m to fund redundancy and early retirement costs.

Council is recommended to:

Approve the virement of additional resources of £7.4m identified from existing reserve balances or in-year underspends to add to existing budgets of £10.1m to fund redundancy and early retirement costs.

List of Appendices included:

None

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?

Yes 1st December 2015

Report title: Staffing Reductions and Voluntary Redundancy

1. Context (or background)

- 1.1 As a result of continuing cuts in public sector spending, the Council is required to make further significant financial savings, with £40m built into 2015/16 Budget Setting prior to the further cuts expected in the 2015 Spending Review. As a large proportion of Council spend (around 60%) goes on its pay bill, it is clear that it will not be possible to set a balanced budget without a further significant reduction in the number of Council employees.
- 1.2 Every effort is continuing to be made to identify non-staff cost reductions, including further reviews of services, vacancy freezes (allowing recruitment only to the most essential posts) and minimising the use of agency staff. However, all of these measures will not generate enough savings to enable the Council to balance its budget in the coming years. As employee costs are the Council's biggest expenditure, there is no alternative but to propose further reductions of post numbers to contribute to the overall saving. Estimates made as part of the August 2014 Staffing Reductions report indicated that a planning assumption of a reduction in the region of a further 1,000 posts should be used to guide human resource and financial strategies in the medium term. If anything the prospects in the coming Spending Review would suggest a significantly larger figure will be required.

2. Options considered and recommended proposal

- 2.1 Voluntary Redundancy programmes enable the Council to achieve staffing reductions whilst at the same time minimising the potential for compulsory redundancies. This further round is being considered now because:
 - The Council needs to continue to make substantial savings and reduce the size of its workforce and avoid compulsory redundancies
 - The age profile of the Councils workforce; 26.5% of the workforce will be aged 55 or over by March 2016. This means that for many who would be able to access their pension, early retirement is a realistic option.
 - Changes to National Insurance in April 2016 will see many staff receive a reduction in take home pay, which coupled with further public sector pay restraint over the life of the Parliament is likely to encourage staff to consider their options.
 - Planned complex changes to pension tax and severance arrangements in the forthcoming year also means that for some, now may be the right time to consider early retirement or voluntary redundancy
- 2.2 This fifth round is timed to allow individuals to leave the organisation by 31st March 2016 or shortly thereafter. The alternative option of not holding this ER/VR round is a potential missed opportunity for the Council to achieve further savings and (where possible) enable those who wish to leave to do so in light of planned changes.

3. **Voluntary Redundancy – General Principles**

- 3.1 When an employer is proposing to dismiss as redundant 99 or more employees in a 90 day period, in accordance with *S188 of the Trade Union and Labour Relations (Consolidation) Act 1992, (as amended)* the Council is required to enter into a formal minimum consultation period of 45 days
- 3.2 When planned, Voluntary Redundancy Programmes will be open to permanent and temporary council employees with more than two years' service except in those areas where it has been deemed that posts cannot be deleted. These will be known as exempted posts
- 3.3 Exempted posts will be clearly defined and publicised at the launch of consultation when an ER VR programme is planned. Exempted posts will be limited to areas where the Council clearly needs to continue to recruit and it is not possible to delete posts through redundancy.
- 3.4 Where appropriate, in order to facilitate as many voluntary redundancies as possible, the Council may consider resource switching. This will further reduce the need for compulsory redundancies. Any specific programmes or proposals in this regard will be clearly outlined and included as part of each consultation process.
- 3.5 As the reason for dismissal would be redundancy, employees with two years or more local government service are entitled to a redundancy payment in line with the Council's redundancy payment scheme. Where applicable, for employees aged 55 years or over and who are in the pension scheme, early retirement benefits will be released.
- 3.6 The Council's redundancy payment scheme currently provides enhanced redundancy payments of approximately 50% for employees which will need to be reviewed to assess viability of sustaining such enhancements for the future.
- 3.7 Employees are currently entitled to receive a redundancy payment with the option of:
 - a payment equivalent to 1.5 times the entitlement to statutory redundancy weeks, or
 - a payment equivalent to statutory redundancy weeks plus a 6 week lump sum based on current salary levels
- 3.8 Programmes will be open for a defined periods following which the Council can take stock and re-open if necessary. The timescales will be clearly communicated as each programme is defined, consulted upon and launched
- 3.9 The expression of interest in voluntary redundancy from an employee will not imply any commitment on either part.
- 3.10 The application for VR/ER will be made by an interested employee direct to the HR service – line management approval is not required, although employees will be encouraged to discuss their application with managers
- 3.11 All applications will initially be sent to each Executive Director for review. The assumption will be that on each occasion all applications not on the exempt list will be approved, unless there is an overriding and exceptional operational reason why it cannot be approved. Once each Executive Director has compiled a list of the applications they recommend should be approved or rejected, along with their reasoning, proposals will go

to Strategic Management Board (SMB) for final moderation and approval. Employees who have applied for VR will then be informed whether or not they have approval to leave the organisation on voluntary redundancy grounds.

- 3.12 It is anticipated that those granted voluntary redundancy will leave the organisation following their contractual notice period. Once a person has taken voluntary redundancy, they will not be permitted to work for the Council again in any paid capacity (including via an agency or consultancy), for a period of five years other than in exceptional circumstances to be approved by the relevant Director and the Assistant Director responsible for HR. This restriction does not apply to anyone who is made compulsorily redundant.
- 3.13 The following criteria will be used to consider individual applications for voluntary redundancy:
- Can the post be deleted?
 - Is there a recurring financial saving as a result of the job being deleted?
 - If not, can an individual be transferred into the post from another post which then can be deleted or deliver a saving
- The default position is that applications will be approved unless there is an overriding reason for an Executive Director to reject it.
- 3.14 Employees will not be given any guarantees nor should they assume that they may take voluntary redundancy until the necessary formal approvals have been given in writing.
- 3.15 There is no guarantee that voluntary redundancy requests will be granted. The Council's decision is final – there is no right of appeal against a decision by the Council not to accept an employee's request for voluntary redundancy.
- 3.16 Once an application for voluntary redundancy has been approved, it cannot be subsequently withdrawn.
- 3.17 Where a request for voluntary redundancy cannot be accepted due to service needs consideration will be given to covering the post by transferring resource from elsewhere in the service/organisation, where possible, and therefore allowing the individual to take redundancy. Those employees who transfer will be provided with relevant training and skills development to support them to undertake different roles where appropriate.
- 3.18 If too many people from one job group apply for VR which could result in that service being unable to function and it becomes necessary to choose between multiple applications, the proposal is that the Council's usual selection criteria for redundancy selection will apply:
- Qualification/s – only if essential to the job
 - Sickness absence
 - Disciplinary record
 - Performance
- 3.19 Exact numbers of post reductions cannot be accurately predicted as many employees work part-time, and therefore the potential savings from each VR request and decision will vary. Previous estimates used a medium term planning assumption that would require a reduction in the workforce of approximately 1,000 posts. Just over 200 people left through ER/ VR in 2014/15. It is anticipated that reductions in the workforce will also be achieved by the continued deletion of some existing vacant posts and taking account of expected

staff turnover. This is very likely to reduce the number of employees required to leave through redundancy.

4. Results of consultation undertaken

Initial discussions have been undertaken with the trade unions in respect of the potential proposal for further Voluntary Redundancy Programmes. They are also aware of the potential for some non-statutory services to undergo substantial review and re-structuring or even in some cases for some to cease operation. Formal consultation will be required in these circumstances.

5. Timetable for implementing this decision

Consultation on this fifth round of ER/VR will commence on 2nd December 2016 and will last for a 45 day period until 16th January 2016.

In parallel with the consultation process employees will have the opportunity to consider and make an application. The closing date for applications will be 23rd January 2016. After this point Executive Directors will give consideration to all applications and then confirm approvals.

It is anticipated that in early February employees who have applied for ER /VR will start to be notified whether their application has been approved. Individual meetings will be held to agree leaving dates and issue notice.

In terms of future rounds of ER/VR where it is anticipated there will be 99 or more redundancies, whether at the launch of a VR programme or resulting from any other significant change programmes, in accordance with S188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended), there will be a minimum 45 day formal consultation period. Trades Unions will be formally notified along with all non-schools employees.

Depending on the nature of the programme, in parallel to the consultation process, employees may be invited to apply for ER/VR, by a specified closing date, usually a four week period. Decisions by Senior Management Board will then be made within a specified timescale following the closure of the application window.

6. Comments from Executive Director, Resources

6.1 Financial implications

The financial circumstances behind this report and the financial implications of the recommended option are based on some broad financial planning and workforce planning assumptions including:

- The overall size of future budget gaps that face the City Council
- The level of savings that will need to be found from employee reductions
- The level of turnover that will occur within the workforce irrespective of any further ER/VR initiative
- The level of savings and the level of ER/VR costs that will result from a specific number of individual ER/VR decisions.

As part of 2015/16 Budget Setting the Council agreed Workforce Strategy savings of £6m this year rising to £15m by 2017/18. Action identified currently is projected to almost meet

the 2015/16 target but will fall short by approximately £2.4m and £9.4m over the next two financial years. Given this and other budget targets that will inevitably need to be part met by employee cost savings it is clear that the Council needs to take decisive and immediate action to enable it to deliver these targets.

In order to implement the proposed option it is necessary to estimate and set aside financial provision to fund up to 700 further future ER/VR decisions that will result from ER/VR exercises. A financial planning estimate is that this will result in a cost of approximately £17.5m based on average cost of £25,000 per individual. It is proposed that the following financial resources are earmarked or identified to fund these costs over the next two years.

	£m	£m
Estimated Cost		17.5
Existing ER/VR Annual Revenue Budget (£2.5m for 2 years)	5.0	
Current ER/VR Reserve	5.1	
Existing Resources		10.1
Review of Other Reserves/Resources		7.4
Proposed Virement		7.4

This would require reserves or other in-year resources of £7.4m being identified and this will require approval of a virement of the relevant resources. Work is under way to identify these resources and this will be reported as part of the Pre-Budget Report. Given the medium term nature of the need to continue to identify further post reductions, it is possible although unlikely that ER/VR applications are a greater cost than the financial provision set aside over the next two years. If the overall envelope of resources looks like it may be exceeded then this will be the subject of a further report to Cabinet or incorporated within the 2017/18 budgetary control process.

6.2 Legal implications

Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires that the Council undertakes a formal consultation lasting a minimum of 45 days when it proposes to make more than 99 employees redundant in a 90 day period. The proposals within this report will ensure this legal obligation is met.

Under the Council's Constitution, any proposal to vire more than £1.5m from one or more budget heads to another requires the approval of full Council. As the proposal here is to vire £7.4m, it must be approved by full Council. The power to appoint staff and to determine the terms and conditions on which they hold office (including procedures for their dismissal) is also, by law, a Council function. However, the procedures which

Cabinet are asked to approve in this report do not relate to these matters and so can be determined by Cabinet.

7. Other implications

7.1 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)?

These proposals will contribute to the delivery of balanced budgets for the period 2016/17 to 2017/18 and beyond.

7.2 How is risk being managed?

There will be an impact on the organisation due to a significant reduction in staffing levels. Any approvals for voluntary redundancy will be determined by Executive Directors.

7.3 What is the impact on the organisation?

These proposals will contribute to balancing the 2016/17 and 2017/18 budgets and beyond. It continues the Council's transformation of services through the delivery of a new Organisational model which is leaner, more efficient and fit for purpose in meeting the Council's statutory and political imperative.

7.4 Equalities / EIA

For each programme the equality impact upon the organisation will be determined by the employees who wish to access the Voluntary Redundancy Programme. However, the Council is aware of the need to be alert to issues of age, disability, ethnicity, sexual orientation and gender discrimination. Approvals for voluntary redundancy will be granted on objective selection criteria. Data on uptake and approval will be monitored to identify whether any equality impact is arising from the process.

7.5 Implications for (or impact on) the environment

None

7.6 Implications for partner organisations?

None

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Chris West. Executive Director, Resources

Directorate:

Resources

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Lara Knight	Governance Services Team Leader	Resources	23/10/2015	26/10/2015
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Legal: Helen Lynch	Legal Services Manager	Resources	30/10/15	03/11/15
Director: Chris West		Resources	23/10/2015	27/10/15
Members: Cllr Gannon				

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Public report

Cabinet report

Health and Social Care Scrutiny Board (5)
Cabinet
Health and Well-being Board

3rd November 2015
26th November 2015
7th December 2015

Name of Cabinet Member:

Cabinet Member for Health and Adult Services – Councillor Caan
Cabinet Member for Children and Young People – Councillor Ruane

Director Approving Submission of the report:

Director of Public Health

Ward(s) affected:

All

Title: Director of Public Health Annual Report 2015

Is this a key decision?

No – This is a review of health across the city and does not directly impact on current services provided by the council, although the conclusions and recommendations of the report will be used to inform how services are delivered in the future.

Executive Summary:

The Director of Public Health Annual Report is a statutory and independent report produced each year. The Director of Public Health Annual Report informs local people about the health of their community, as well as providing necessary information for decision makers in local health services and authorities on health gaps and priorities that need to be addressed.

This year, the title of the Director of Public Health Annual Report is 'Exceeding Expectations: Tapping into the city's future aspirations, hopes and ambitions for its children and young people. The report focuses on the health needs of the 0-19 population within the city covering the life course of a child from conception through to 19 years.

The report has been developed in consultation with stakeholders who provide services for 0-19 year olds in the city. A workshop was held prior to the commencement of the report and the views of parents, school teachers, and representatives from the following services: Coventry infant feeding team, Foleshill Women's Training, Coventry Healthy Lifestyle Service, Integrated Primary Mental Health Service, regarding the topic areas and services that should feature were incorporated into the report.

Information from the reports will be shared widely with local people, partner agencies and voluntary sector organisations.

Recommendations:

1. The Health and Wellbeing Board is asked to:
 - (i) Endorse the findings of this report and review progress in implementing its findings across local partners.
2. Health and Social Care Scrutiny Board (5) is asked to:
 - (i) Make any comments or recommendations to the Health and Wellbeing Board about the report and its proposals and recommendations.
 - (ii) Make any comments or recommendations to Cabinet about the report and its proposals and recommendations.
3. Cabinet is asked to:
 - (i) Consider comments from the Health and Social Care Scrutiny Board (5)
 - (ii) Approve the publication of the report.

List of Appendices included:

Director of Public Health Annual Report – 2015

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

Yes – Health and Social Care Scrutiny Board (5) – 3rd November 2015

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

Yes - Health and Wellbeing Board – 7th December 2015

Yes – Cabinet – 26th November 2015

Will this report go to Council?

No.

Report title: Director of Public Health Annual Report 2015

1. Context (or background)

- 1.1 The NHS Act 2006 as amended by the Health and Social Care Act 2012 set out a legal duty on the Director of Public Health to produce a report each year on the health of their population and to publish the report. The content and structure of the report is determined locally and can cover any aspect of local health that is locally relevant or important.
- 1.2 The findings of the DPH Annual Report are used to:
 - 1.2.1 Raise awareness and understanding of how healthy the population is and how this is changing, with local partners and the public
 - 1.2.2 Inform the provision of local services and action plans that can affect the health of the population
 - 1.2.3 Inform the development of key priorities for the Health and Wellbeing Strategy, which the Health and Wellbeing Board has a duty to produce.

2. Options considered and recommended proposal

- 2.1 Childrens services 0-19 years is the focus of this report, one of the key Marmot Policy objectives is to give every child the best start in life. There is clear evidence that the childhood environment is closely linked to the child's outcomes, including their health outcomes and later life. Coventry's Joint Strategic Needs Assessment (JSNA) for 2012-13 highlights one of the key themes of the Health and Wellbeing Strategy for Coventry has been healthy people, In line with Marmot, there should be a focus on prevention and early intervention. In the early years, there is the most scope for prevention, particularly in the wider determinants. It should be noted that this includes working with families even before a child is conceived, and that factors such as the education and employment, income, housing and other social factors of the parents have a strong impact on the eventual outcomes for the child.
- 2.2 The Director of Public Health Annual Report draws on a range of data sources many of which are not easily available or accessible to partners and the public. The reports are produced in the format of a full report which sets out the key messages, technical data and recommendations in an accessible format. A series of video's presents a summary of the data and the views of Coventry citizens.
- 2.3 The Director of Public Health has independent statutory responsibilities of which the production of an Annual Report is one. It is considered that this gives the assurance that issues affecting the health of the population can be raised freely and objectively.

3. Results of consultation undertaken

- 3.1 The Director of Public Health Annual Report has been prepared in consultation with parent representatives, school teachers, representatives from services such as Coventry infant feeding team, Foleshill Women's Training, Coventry Healthy Lifestyle Service, Integrated Primary Mental Health Service. A workshop was held prior to the commencement of the report and the stakeholders views were used to help deliver messages in the report. The report includes many short video clips which provide case studies featuring parents, children and service providers.

4. Timetable for implementing this decision

- 4.1 Once approved, the Annual Report will be published on the Council's internet pages and shared with partners. The Early Help Board will provide strategic leadership to oversee the further development and implementation of these recommendations, driving forward an action plan in collaboration with wider stakeholders

5. Comments from Executive Director, Resources

5.1 Financial implications

There are no direct financial implications for the council arising from the report. The cost of publishing the report will be met from within existing budgets.

5.2 Legal implications

The National Health Service Act 2006 as amended stipulates that the Director of Public Health must prepare an annual report on the health of people in the area of the local authority. The local authority must publish the report.

6. Other 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 Annual Report sets out key actions to improve the health of Coventry people. It contributes to the Council's Marmot City plan and to the Council's core aim of citizens living longer, healthier, independent lives and also to the priorities in the Council Plan to protect the city's most vulnerable residents.

6.2 How is risk being managed?

There are no specific risks identified in this report. However, risks associated with the delivery of relevant services are managed through the directorate and corporate risk registers, in conjunction with partners across the city. Regular reviews of each risk are undertaken, and mitigating actions put in place to ensure the overall risks are reduced as much as possible.

6.3 What is the impact on the organisation?

There is no direct impact on the organisation.

6.4 Equalities / EIA

An Equalities Impact Assessment is not appropriate for this report although the report considers health status across a range of different population groups.

6.5 Implications for (or impact on) the environment

N/A

6.6 Implications for partner organisations?

The Annual Reports raise a number of issues for consideration by partner organisations. These will be discussed and overseen by the Health and Well-being Board which includes representation from these organisations, or commissions the services provided by these organisations.

Report author(s):

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Members: Councillor Caan	Cabinet Member for Health and Adult Services		16.10.15	22.10.15
Councillor Ruane	Cabinet Member for Children and Young People		16.10.15	26.10.15

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Exceeding Expectations

Tapping into the city's future aspirations, hopes and ambitions for its children and young people

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Acknowledgments

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Staff and parents at Be Active Be Healthy (one body one life)

Staff at Coventry's Citizen Advice Bureau

Staff at Coventry's Infant feeding team

Staff and parents at Coventry Healthy Lifestyle Service (stop smoking in pregnancy)

Young people from C-Card SEX Factor film

Staff and children at Finham Park School

Staff and parents at Foleshill Women Training Centre

Staff and parents at iBumps

Staff from Integrated Primary Mental Health Service

Staff, parents and children at Limbrick Wood Centre

Staff and parents from Mums in mind

Staff and young people at Positive Youth Foundation

Staff from the Tile Hill Acting Early team

Parents at Tile Hill Childrens Centre

Young people at Voices Of Care

Narration by young person (Anna aged 14)

Introduction

Hello, my name is Jane Moore and I am the Director of Public Health for Coventry.

Every year we produce a report that looks at the health of Coventry people and the challenges we're tackling as we work to help Coventry residents lead better, healthier lives.

This year our report focuses on the city's most important asset - its children and young people.

We're lucky to be a young city - a quarter of our population is under 20. So if we invest in our children and young people, everyone in Coventry benefits. But at the moment the future for our young people is not as good as for others across the West Midlands and the country as a whole - particularly for our poorest children. And if a child suffers from poor health while they're young it can last a lifetime and costs us all in the long run.

Yet despite these challenges we know there are some fantastic opportunities to give our children the best start in life. This report looks at all the issues that make a difference in a child's life - from conception to adulthood. We are a Marmot City and are committed to tackling inequalities through action on the Marmot Review's six policy objectives; the first two being:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives

This report highlights the benefits of preventing poor health and the importance of intervening early so that we can make a real difference to a

Watch the video introduction



child's life - whatever their circumstances. We know there are some key areas of our work that can make the biggest difference to a child's life.

These include making sure mums are in physical and emotional good health, that children are ready for school and that they achieve the best they can when they are at school. We need children in Coventry to be resilient, so they can cope with the challenges they might face and can get the jobs, education or the training they need as they grow up. That means improving their mental and physical health and wellbeing. And we know we have a special responsibility to support Coventry's children and young people who are looked after or have special educational needs.

Our report aims to tap into the city's future aspirations, hopes and ambitions for its children and young people. It's what our children deserve and it's what Coventry deserves.

Dr Jane Moore
Director of Public Health



1. Pre-conception and pregnancy

Areas of focus

Early booking of antenatal appointments

Smoking in pregnancy

Birth weight

Breastfeeding

Why is it important?

Much of the foundation for good physical health occurs in pregnancy and infancy. Giving every newborn child the best possible start in life begins even before conception with the lifestyle choices of the mum and dad. The kind of lifestyles people have before they conceive the baby during pregnancy and once the baby has arrived, can either have a positive or negative affect on their child. Eating well, being a healthy weight and having good mental wellbeing can all help give a child the best start to life. Babies born to parents with poor lifestyles have an increased risk of low birth weight, early illness or early death. In this report we focus on the following:

Smoking in pregnancy accounts for:

- 5 - 8%** of premature births
- 13 - 19%** of cases of low birth weight in babies carried to full term
- 5 - 7%** of preterm-related deaths
- 23 - 34%** of sudden unexpected deaths in infancy (SUDI)¹

Smoking

Smoking in pregnancy is a cause of ill-health for the mother and baby and is the single most important risk factor in pregnancy. The cost to the NHS of smoking in pregnancy for infants during the first year of life is estimated to be between £12m - £23.5 million per year, and this estimate is conservative, only looking at pregnancy and the first year of life. The care of low birth weight and preterm infants accounts for most of the costs. Savings could be generated with low-cost smoking cessation intervention: it is estimated that spending between £13.60 and £37 per pregnant smoker would lead to cost savings for the NHS.³

YOU'RE INVITED TO A
BABY SHOWER

SATURDAY
JUNE 6
... 2015 ...

TEN
{MORNING}



Children of mothers who smoked in pregnancy are at increased risk of:

- * infant mortality
- * congenital malformations
- * a number of respiratory conditions
- * attention and hyperactivity difficulties
- * learning difficulties
- * problems of the ear, nose and throat²



Low birth weight

Low birth weight (less than 2500g) can be caused by the state of the mother's health and nutrition, as well as the quality of antenatal care they receive. It can be caused by poor maternal nutrition, maternal hypertension, smoking, substance misuse or congenital infection. Low birth weight is associated with a higher rate of premature death of babies in pregnancy and the first week of life, lower educational attainment and increased risk of cardiovascular disease and diabetes.⁴

Early identification of parents with increased risks and vulnerabilities by professionals means that they can support parents early in a pregnancy and prevent or minimise any negative impact that lifestyle choices may have on their child. Booking early with a midwife, before 12 weeks of pregnancy, helps us to do this.

Breastfeeding

Breastfeeding has clear health gains for both mother and baby. Breastfeeding protects children from a range of problems including reducing the risk of ear and chest infections, asthma, obesity and diabetes, sudden unexpected death in infancy (SUDI), dermatitis, gastrointestinal disorders (coeliac and inflammatory bowel disease) and leukaemia, and may also have an impact on neurodevelopmental outcomes including intelligence.⁴

There are benefits for the mother too, such as improved breast and ovarian cancer survival. Investment in supporting women to breastfeed will improve the quality of life for women and children through reducing acute and chronic diseases.⁵

Work looking at the cost-effectiveness of breastfeeding promotion has shown that there is a rapid return on investment with fewer admissions to hospital as a result of the protection breastfeeding provides against illness.⁵

The Coventry Headlines:

90% of pregnant women in Coventry make an ante-natal booking within 12 weeks of becoming pregnant, meaning we are reaching the national target.

Smoking rates amongst pregnant women at the time of delivery are not higher than the national average, but 550 women per year in Coventry are still smoking at the time of delivery.

In Coventry in 2012, 138 babies were born at term weighing less than 2,500 grams, approximately 5 and a half pounds. This is not significantly higher than the national average.

Less than half of infants are breastfed at the age of six to eight weeks. This is lower than the national average, but these rates are improving.

"Giving every new born child the best possible start in life begins even before conception with the lifestyle choices of the mum and dad."

What would good look like?

SMOKING TARGET	480 fewer women smoking at delivery	To reach an ambitious target of being at the level of the local authority area with the lowest smoking at delivery rate, 1.9% in Westminster, we need to have around 480 fewer women smoking at delivery.
BIRTH WEIGHT TARGET	120 infants weighing less than 2,500g	For Coventry to have the lowest rate of low birth weight babies at 1.5%, we would need at least 120 fewer infants born weighing less than 2,500 grams.
BREASTFEEDING TARGET	1800 more infants breastfed	For Coventry to achieve national average rates there would need to be around 150 more infants being breastfed at six to eight weeks. To become the best performing local authority area (83%) we would need approximately 1800 more infants being breastfed at six to eight weeks.

What do Coventry people think?



How do we achieve this?

Improving maternal physical and mental wellbeing by reducing the numbers of women who smoke in pregnancy to match the best in England.

- Maternity and infant services to Make Every Contact Count with pregnant women and increase the number of referrals to smoking cessation services.

Improving mental wellbeing and reducing substance and alcohol misuse and obesity by identifying earlier those at risk and intervening early.

- Consistent use by all maternity and infant staff of common assessment tools.
- Ensure common pathways are in place for those women needing specialist support.
- Improve data collection and analysis so that we can best target our services to those at greatest risk.

Improve initiation of breastfeeding and duration rates.

- Commissioners and providers to ensure that all NHS maternity and infant providers in Coventry achieve UNICEF Baby Friendly Initiative Level 3 by 2017.
- Providers, in partnership with the voluntary sector, to continue to promote and increase the number of peer led support groups available, particularly in areas where breastfeeding rates are low.

What does the data tell us?

Early booking of ante-natal appointments

Key Statistic	Time period	Coventry	England	Significance
Early booking - % of mothers booking ante-natal appointments within 12 weeks of knowing they are pregnant	2014/15	90%	90%*	

*this is the national target, not an actual England average

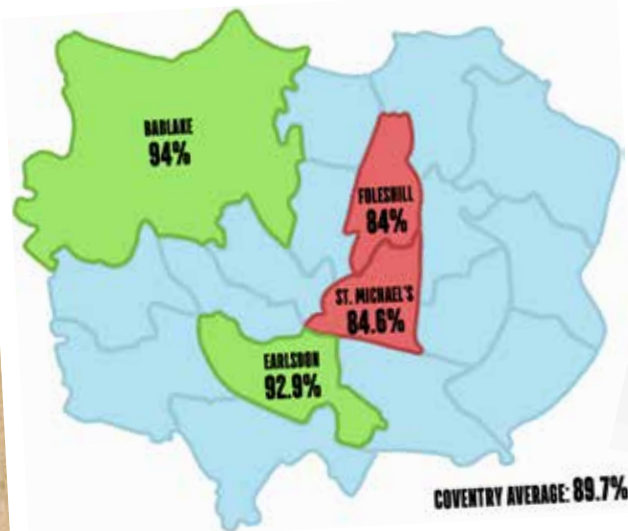
All women should access maternity services within 12 weeks of becoming pregnant so their needs, risks and choices can be assessed early and support put in place. This helps improve outcomes for the mother and baby and can help reduce health inequalities.

During 2014/15, 90% of pregnant women booked ante-natal appointments within 12 weeks of becoming pregnant – hitting the national target. This means 4,194 pregnant women booked early out of a possible 4,667. Whilst we do hit the national target, there are still 500 pregnant women who do not book before 12 weeks in pregnancy. We

need to address the variation that exists across our wards in the city.



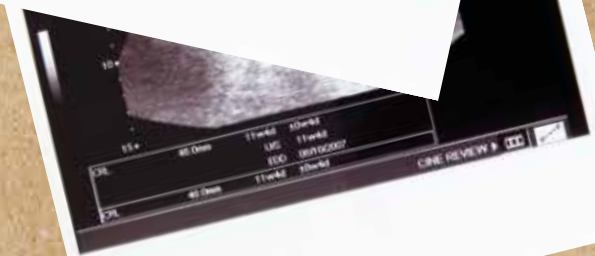
Ward differences



Residents of Foleshill and St Michael's have persistently had the lowest rates over 2011/12-2014/15 and we should strengthen our efforts to improve performance in these wards to match the rest of the city.

Key to charts:

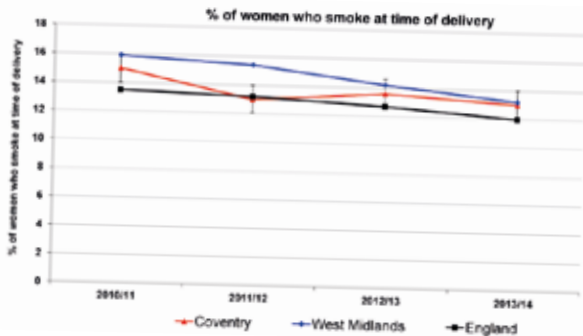
- Significantly better than
- Same as
- Significantly worse than



Smoking at time of delivery

The prevalence of smoking amongst pregnant women at the time of delivery in Coventry is not significantly higher than it is in England overall but this still amounts to about 550 women smoking at the time of delivery, about one in every eight women giving birth.

Smoking amongst pregnant women at the time of delivery in Coventry has been declining slowly since 2010/11. In 2010/11 the Coventry rate was significantly higher than the national average, the latest data shows we are closing the gap, we are no longer significantly higher, but there is still room for improvement.

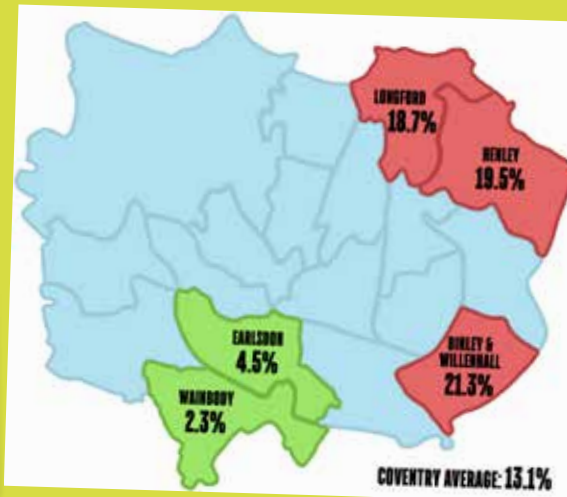


Key Statistic	% of mothers smoking at the time of delivery
Time period	2013/14
Coventry	13.0%
England	12.0%
Significance	
Areas comparable to Coventry*	15.0%
Significance	

Low birth weight

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
% of all live births at term with low birth weight	2012	3.2%	2.8%		3.1%	

Ward differences



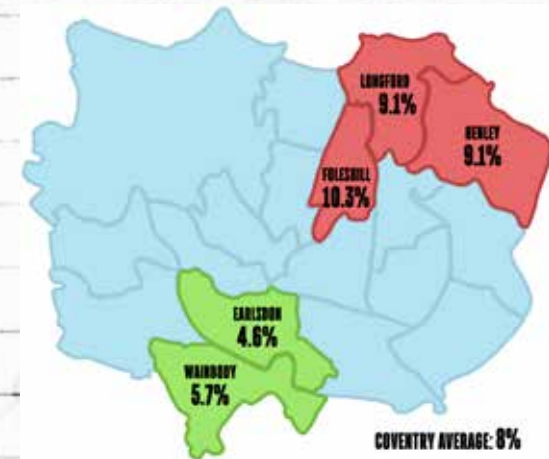
Within Coventry there is a wide variation in rates of smoking time of delivery. Over the last three years the wards with the highest rates of smoking at delivery were Binley and Willenhall, Henley and Longford. Those wards where rates of smoking at delivery was lowest were Wainbody (2.3%) and Earlsdon (4.5%). If Coventry were to match the level of the best performing local authority area these low rates would have to be replicated across the whole city.

In 2012, 138 babies were born at term weighing less than 2,500 grams, approximately five and a half pounds.

This is not significantly higher than the national average.

The difference that we see between Coventry wards for low birth weight babies is strongly linked to deprivation. The local authority areas with higher levels of deprivation also tend to have higher prevalence of low birth weight births. Coventry's rate seems to be in line with areas with similar levels of deprivation.

Ward differences

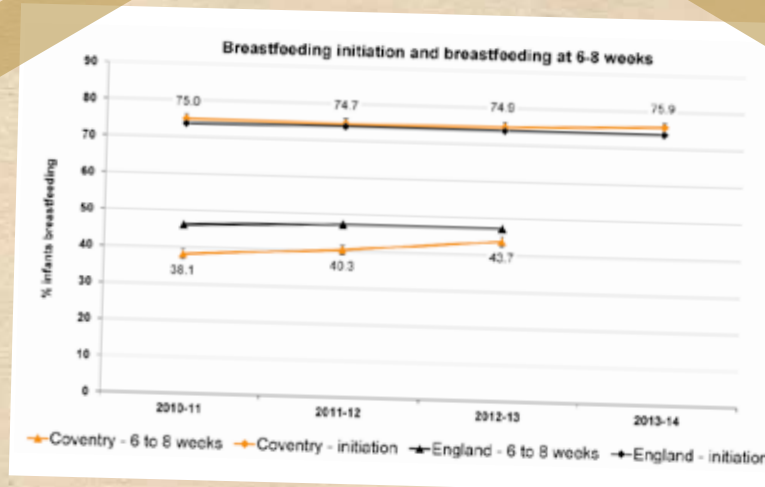


The trend over time in Coventry's prevalence of low birth weight births does not show a consistent pattern and is not reducing. The data shows us that Foleshill had significantly higher rates, at 10.3%, compared to the city average of 8.0%. Earlsdon had the lowest rate at 4.6%. [Click here](#) to view an online interactive map showing the ward data.

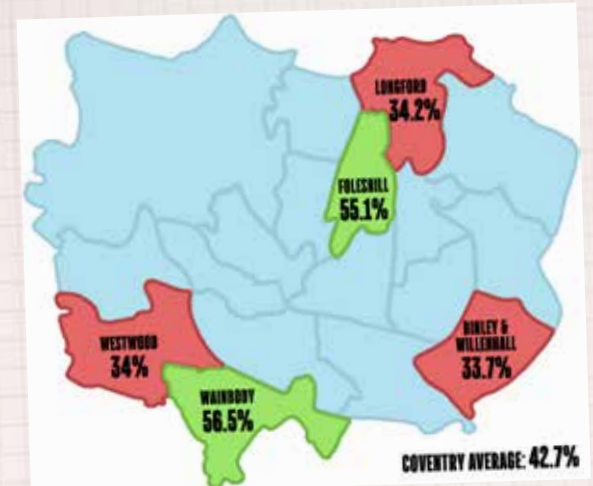
Promoting breastfeeding

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Breastfeeding initiation - % of all mothers who breastfeed their babies in the first 48hrs after delivery	2013/14	75.9%	73.9%		69.5%	
Breastfeeding prevalence - % of all infants due to a 6-8 week check that are totally or partially breastfed	2012/13	43.7%	47.2%		41.2%	

Breastfeeding initiation at birth is significantly more common in Coventry than the average we see in England but the prevalence of breastfeeding when infants reach six to eight weeks of age is significantly lower. So, while discontinuation rates are quite high nationally and identified as an issue; the problem is greater in Coventry, with only 2,017 out of 4,614 births still being entirely or partially breastfed at the age of six to eight weeks.



Ward differences



The Coventry wards with the highest rates of breastfeeding at six to eight weeks are Wainbody and Foleshill and the wards with the lowest rates are Binley and Willenhall, Longford and Westwood. This reflects the rates of breastfeeding initiation at 48 hours of delivery that we see and is likely to relate more to ethnic diversity than deprivation, as Foleshill is one of the most ethnically diverse, yet deprived wards.

Infant Feeding Team



The prevalence of breastfeeding at six to eight weeks has been improving in recent years, and improving at a better rate than England as a whole. If this improvement were to continue at the same rate it seems likely that Coventry will be at the national average within two years.

2. Birth and Pre-school (0-4 years)

Why is it important?

The first 1001 days of a child's life will shape how they develop and the kind of people they will become in later life. If a baby is to develop properly then they need to feel bonded to their mum or dad and to know that they are in tune with what they need. People call this attachment and attunement. This is the very start of building resilience in a child so that they can deal with the challenges life throws at them.

We know that for a child to be ready for school they need to learn from their parents and family a whole range of abilities and skills. How well a child speaks, listens and understands, how well they play with their friends and basic things like being able to go to the toilet properly

Areas of focus

High quality early learning and school readiness

and get themselves dressed will determine if a child is ready for school or not.

School readiness is a measure which looks at whether a child has developed as they should have in the prime areas of learning (personal, social and emotional development, physical development and communication and language) and in the specific areas of mathematics and literacy. School readiness at age five has a strong impact on future educational attainment and life chances. Those from poorer backgrounds are at a greater risk of having delayed development.

Why Invest in School Readiness?



Every £1 invested in quality early care and education saves taxpayers up to £13 in future costs



For every £1 spent on early years education, £7 has to be spent to have the same impact in adolescence



The benefits associated with the introduction of the literacy hour in the UK outstrip the costs by a ratio of between 27:1 and 70:1



Targeted parenting programmes to prevent conduct disorders pay back £8 over six years for every £1 invested with savings to the NHS, education and criminal justice system.

What works to improve school readiness?

- ☒ good maternal mental health
- ☒ learning activities, including speaking to your baby and reading with your child
- ☒ enhancing physical activity
- ☒ parenting support programmes
- ☒ high quality early education

The Coventry Headlines:

A high proportion of three and four year olds take up early learning places in Coventry, **more than nine out of 10 in 2014** but this is a significantly lower take up rate than the average for England.

About six out of 10 children in Coventry achieved a **'good level of development'** by the end of reception year in 2013/14, not significantly different to the national average.

465 pupils out of 943 eligible for free school meals achieved a good level of development at foundation stage. The proportion of children in Coventry eligible for free school meals achieving a good level of development is significantly higher than it is across England on average.



What would good look like?

EARLY EDUCATION PLACES	670 additional 4 year olds to take up places	8,880 out of a total of about 9,550 three and four year olds take up early learning education places. We want to improve the take up rate to 100% to do this an additional 670 children would need to take up their places.
EDUCATIONAL DEVELOPMENT	670 more pupils reaching a good level of development	75% of pupils achieved a good level of development at the end of their first school year in the best performing local authority. To be at this level Coventry would need around 670 more pupils to achieve this level.
EQUALITY OF ACCESS	1800 more infants breastfed	For poorer children to achieve the same level of development as their peers we would need 130 more achieving a good level. To have the best performance in England we would need around 180 children from poorer backgrounds achieving a good level.

“School readiness at age five has a strong impact on future educational attainment and life chances.”

How do we achieve this?

Ensuring every child is ready for school:

- Engaging greater numbers of parents and children before school through delivery of the Coventry Healthy Child Programme, a strand of our Early Help offer, to ensure that 'no child is left behind'.
- Increase the uptake of high quality free early education funding for targeted two year olds as well as three and four year old funding.
- Review the availability of parenting support to ensure evidence-based parenting programmes and advice is provided in proportion to need.
- Integrating the delivery of all 0-5s services including maternity, health visiting, early help, early years education providers and services to better enable a seamless universal coverage with evidence-based targeted programmes for disadvantaged and vulnerable families to improve outcomes.
- Coventry City Council (CCC) to work in partnership with schools to encourage the Early Years Foundation Stage profile continue across all Coventry schools.



= Children ready for school success

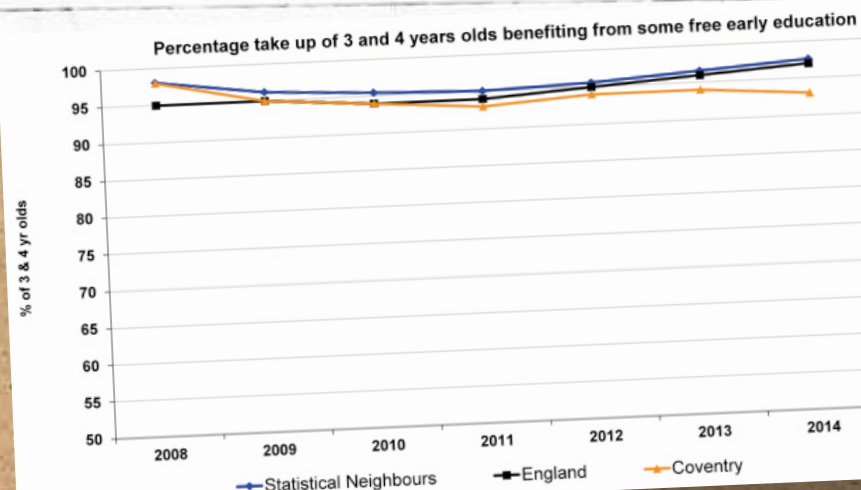


What does the data tell us?

Take up of early learning and nursery education places

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Take up of free Early Learning/ Nursery Education places for 3 and 4 year olds (%)	2014	93%	97%		98%	

The take-up of free early learning education places helps contribute towards school readiness. In Coventry 93% of three and four year olds take up these places, but with our take up rates having fallen between 2008-2011 this is now lower than average for England. We also have the lowest take-up rate out of all the areas comparable to us. Take-up rates across all local authorities in England shows that those areas most affected by deprivation tend to also have low rates of take-up.



School readiness

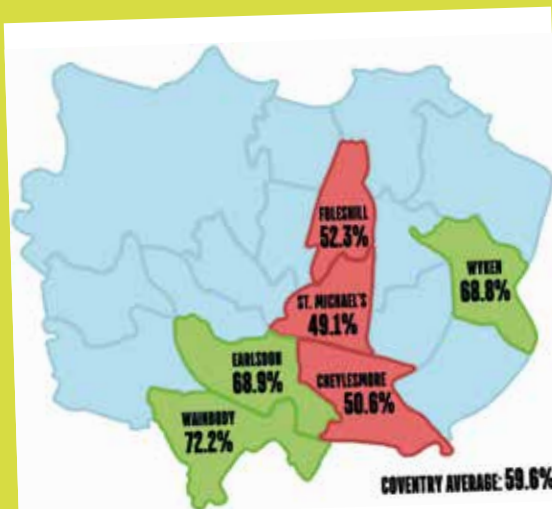
Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
% of children achieving a good level of development at the end of reception	2013/14	59.6%	60.4%		57.8%	
% of children with free school meal status achieving a good level of development at the end of reception	2013/14	49.3%	44.8%		43.7%	

Approximately six out of 10 children in Coventry achieved a 'good level of development' by the end of reception year in 2013/14, not significantly different to the national average, and in the last year the proportion of five year olds achieving a good level of development increased from 55% to 60%. This means 2,559 out of 4,294 children achieved a good level of development. Both nationally and in Coventry, girls are on the whole better ready for school than boys, with 68% of girls at a good level of development compared to 52% of boys locally.

Children from poorer backgrounds in Coventry (who are eligible for free school meals) don't do as well as children from better off families in their development. 465 pupils out of 943 eligible for free school meals achieved a good level of development at age five. It is positive, however, that this difference isn't as bad in Coventry as it is in the rest of England. The proportion of children in Coventry eligible for free school meals achieving a good level of development is significantly higher than it is across England on average.



Ward differences



There are differences within the city in the achievement of a good level of development at age five. The wards of St Michael's (49%), Cheylesmore (51%) and Foleshill (52%) have the lowest rates of good development. Foleshill and St Michael's are the two wards in Coventry most affected by deprivation, and this might be a reason for the lower rates. Cheylesmore, however, isn't an area affected by deprivation, so finding out why it is an issue here is important. [Click here to view an online interactive map showing the ward data.](#)

3. The Early School Years (5-11 years)

Areas of focus

Promoting healthy weight
Persistent absences from school
Attainment

How attainment affects school career:

Of pupils who miss more than 50% of school, only 3% manage to achieve five A* to Cs including English and maths.

Of pupils who miss between 10% and 20% of school, only 35% manage to achieve five A* to C GCSEs including English and maths.

Of pupils who miss less than 5% of school, 73% achieve five A* to Cs including English and maths

Why is it important?

We know that children who learn well and achieve good grades are more likely to get a job and to lead a full and healthy life. Skills such as reading, writing and maths are crucial to a child's success as they progress through primary school. There will be groups of children who need extra support to achieve their potential and we want to make sure that their needs are identified and understood early by those best placed to help them. We also know that in order for children to become resilient teenagers and adults, and to adapt to life's challenges, work focusing on this needs to start as early as primary school.



First bike!

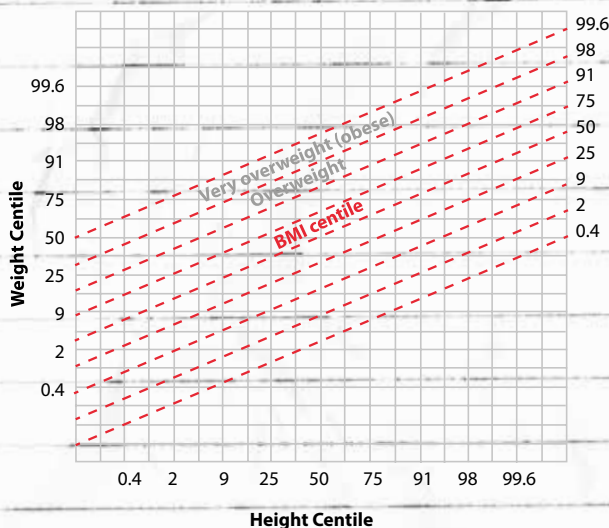
Persistent absence, defined as pupils who miss 15% of lessons a year, is an important indicator of how engaged a child is in school, but can also be an indicator of something more complex happening at home. Children who miss 15% of lessons miss the equivalent of a month of school a year. Much of the work children miss when they are off school is never made up, leaving these pupils at a considerable disadvantage for the remainder of their school career. There is also clear evidence of a link between poor attendance at school and low levels of achievement⁷:

Childhood obesity is often talked about as the most serious public health challenge of the 21st century. The rate of obesity has trebled since the 1980s and well over half of all adults are either overweight or obese.⁸ In the UK, a child is measured as obese on the basis of a growth chart and defined as a Body Mass Index (BMI) greater than or equal to the 95th percentile for their age. The foundations of obesity start in childhood so we need to ensure that children eat well and exercise to remain a healthy weight which will, as well as helping them remain healthy, enable them to learn better. Children who become overweight or obese can often be teased and go on to have low self-esteem which can negatively impact their lives. We know that once established obesity can be hard to shift.

What is BMI and why do we measure it?

Body mass index (BMI) is a good way to check if you're a healthy weight.

For children aged two and over, BMI centile is used. This is a measure of whether the child is a healthy weight for their height, age and sex. In the UK, a child is measured as obese if their BMI is greater than or equal to the 95th percentile for their age.



There are many health and psychosocial problems associated with childhood obesity, these include⁹:

Health	Psychosocial
Respiratory disorders	Low self esteem
High blood pressure	Depression
Sleep apnoea	Conduct disorders
Musculoskeletal disorders	Reduced school performance and social functioning
Elevated risk of developing type 1 or 2 diabetes	



First day at school!

The Coventry Headlines:

1,015 out of 4,135 children aged five are measured as either overweight or obese and over a fifth of children are measured as obese. This is significantly more than the England average and areas comparable to Coventry.

In Coventry, there is a significantly higher than average proportion of five years olds who are underweight (2.2%) – compared to England (0.9%) and with areas comparable to Coventry (0/9%).

During the 2013/14 academic year a total of 473 primary school pupils in Coventry were persistently absent (with an absence rate was 15% or worse). This is 1.9% of all primary

school pupils, the same rate as the England average and better than areas comparable to us who have a rate of 2.3%.

The proportion of Coventry pupils making the expected level of progress during primary school is at about the rate for England overall and is average for areas comparable to Coventry. In reading, writing and maths nine out of 10 pupils make the expected level of progress.

65% of Coventry children eligible for free school meals achieve the expected level at Key Stage four, about the same proportion as we see in England but significantly better than the average for areas comparable to Coventry.

A quarter of all children in Year Five and Six survey (nine, 10 and 11-year-olds) reported having tried alcohol and 3% reported having tried a cigarette at least once.

What would good look like?

EXCESS WEIGHT TARGET	80 less children with excess weight	For Coventry to be at the national average for children with excess weight, the current number of 1,015 Coventry children with excess weight would have to be cut by around 80. Kingston-upon Thames is the local authority with the lowest rates of excess weight in five-year-olds. For Coventry to match this would require around 300 fewer five-year-olds with excess weight.
OBESITY TARGET	140 less children who are overweight or obese	There were 1,280 children in Year 11 identified as either overweight or obese, more than a third of all children in that year. For Coventry to match the England average this figure would have to be reduced by 140 children. To be the best that figure would need to be around 400 fewer children.
PERSISTENT ABSENCE TARGET	300 fewer absences	To match the best performing local authority area for persistent absence, Ribble Valley at 0.7% in 2013/14, Coventry would need 300 fewer persistent absences.
PROGRESS TARGET	140 more pupils making expected progress	For Coventry to be the best performing local authority, we would need 140 more pupils making the expected progress, 210 more making the expected progress in maths and 250 more making the expected progress in reading.
ATTAINMENT TARGETS	110 more pupils achieving the level	To be at the same attainment rate for reading, writing and maths in Coventry as we see in England we would need 110 more pupils achieving the level. In 2013/14 Sutton was the best performing local authority for attainment rates with 87%. For Coventry to match this we would need 410 more pupils achieving level four or higher in reading, writing and maths
	120 more pupils achieving the level	In 2013/14 about 508 out of 781 children eligible for free school meals achieved the expected level at Key Stage two, a rate of 65%. This is much lower than their peers who are not eligible for free school meals who achieve a rate of 80%. To close this gap requires about an additional 120 children eligible for free school meals to be at the expected level.



What do Coventry people think?



How do we achieve this?

Page 254
maximise primary school attainment:

Coventry City Council and partners to support schools to deliver better educational outcomes, with a specific focus on raising educational attainment among the most vulnerable children and young people.

- Council and partners to develop an integrated early help offer that removes barriers to learning.
- Council and partners to work with schools to strengthen evidence-based whole school approaches that promote social emotional learning and improve resilience.
- Child and Adolescent Mental Health Services (CAMHS) to work with schools to strengthen capacity and capability in managing mental health problems early and referring appropriately.

To improve healthy weight:

- CCC and Partners to work with parents, schools and communities to ensure they develop integrated approaches to tackling childhood obesity and promoting healthy weight.
- Review the impact of family weight management programmes for overweight/obese children and their parents/carers to measure their effectiveness.

What does the data tell us?

Promoting healthy weight

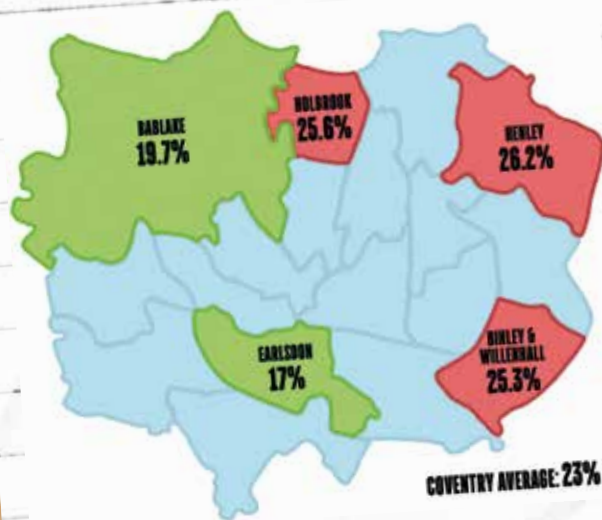
The National Child Measurement Programme (NCMP) measures the weight and height of children in Reception (aged four to five years) and Year Six (aged 10-11-years) to record overweight children and obesity levels within primary schools. Obesity is defined as excess body fat accumulation that may impair health.

[Click here](#) to explore all the Coventry statistics from the National Child Measurement Programme using a Public Health England interactive profile.

There are more children aged five in Coventry that have excess weight or who are classed as obese, than the England average. A quarter of Reception (five-year-olds) children have 'excess weight' with 1,015 out of 4,135 measured as either overweight or obese and over a fifth of children measured as obese. Coventry's rate for excess weight in 11-year-olds is about the same in areas comparable to us but still worse than the England average. Although the problem of excess weight gets worse as children get older, this is no more the case in Coventry than it is in comparable areas. Looking at data from 2007 the number of five-year-olds measured as overweight or obese has been stable but the number of 11-year-olds has gradually increased.

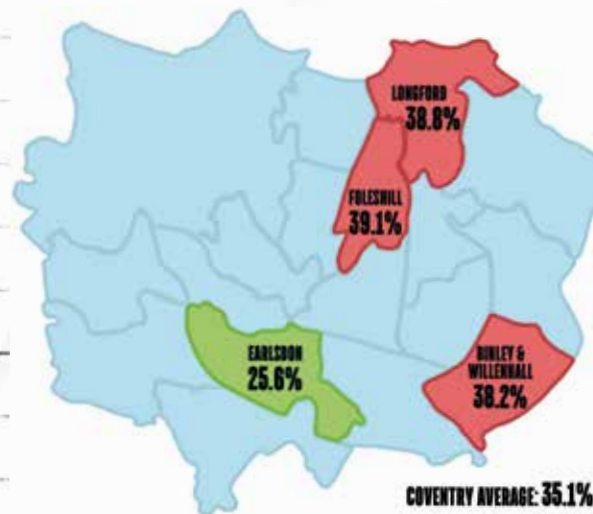
Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Children with excess weight (overweight or obese) (10-11 years) %	2013/14	35.5%	33.5%		34.4%	
Underweight children (4-5 years) %	2013/14	2.2%	0.9%		0.9%	
Children with excess weight (overweight or obese) (4-5 years) %	2013/14	24.5%	22.5%		22.7%	

Ward differences (5 years)



[Click here](#) to view on an online interactive map showing the rate of excess weight amongst children aged five living in each of Coventry's 18 wards and [Click here](#) for the map of children aged 11. The wards with the highest rates of excess weight for five-year-olds were Henley and Holbrook - this puts both of these wards amongst the worst (top fifth) of areas for excess weight in England.

Ward differences (11 years)



The wards with the highest rates of excess weight for 11-year-olds were Foleshill, Longford and Binley and Willenhall. Higher rates of overweight and obese children at age five and 11 often go hand in hand with deprivation and we see this here in Coventry.

While the number of children with excess weight is often the headlines we see from the national child measurement programme, in Coventry there is a significantly higher than average proportion of five-year-olds who are underweight – compared to England and in areas comparable to Coventry. A total of 91 children from Coventry measured in Reception of 2013/14 were underweight, making up 2.2% of all Reception children measured in that year.

This is more than double the rate of underweight five-year-olds that is average across England. Between 2006/7 and 2011/12, the rate of underweight children at age five was lower, around 1% and was similar to the England average but in the last two years it has increased.

This increase is something we have seen in Coventry but not in England or in areas comparable to us and so is something we need to look into in more detail. Also, aside from smoking rates in pregnancy, we need to understand what other factors may be causing this increase in underweight children.

By age 11 the number of underweight children in Coventry is around the same as we see in England and areas similar to us.

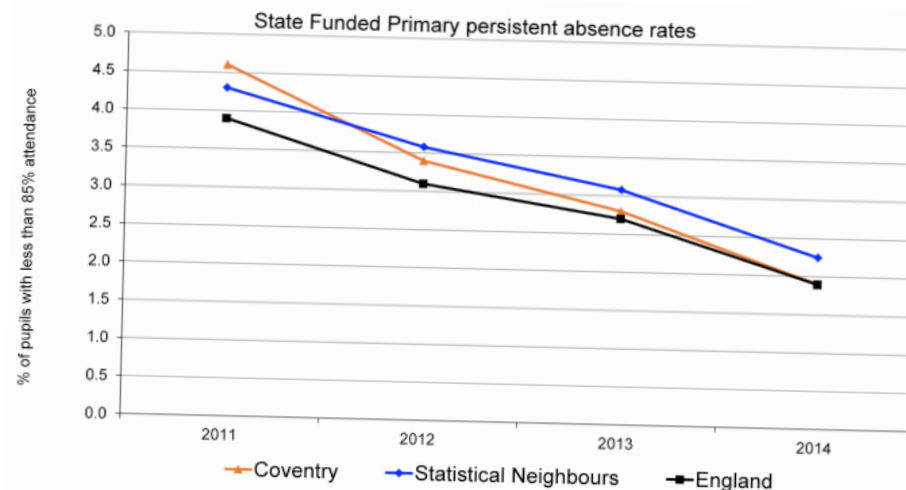
Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Primary school % pupils with less than 85% attendance	2013/14	1.9%	1.9%		2.3%	

Persistent absences from school

During the 2012/13 academic year a total of 473 primary school pupils in Coventry were persistently absent (with an absence rate of 15% or worse). This is 1.9% of all primary school pupils, the same rate as the England average and better than comparable areas to us who have a rate of 2.3%. The chart below shows that Coventry's rate has reduced every year since 2010/11, more than halving since then. From being higher than the national average in 2010/11 Coventry has improved faster and has now closed the gap. Coventry has also improved faster than other comparable areas to us, from having a higher rate to being lower in 2013/14.



Certification of Completion
is hereby granted to
Name and Family Name
For Successfully Completing the
Learn to Swim programme



Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
KS2 expected progress - Progression by 2 levels in between KS1 and KS2 % 2013/14	Reading	89%	90%		89%	
	Writing	94%	93%		93%	
	Maths	89%	90%		89%	
KS2 Attainment (% at Level 4+ Reading, Writing and Maths)	2013/14	76.0%	79.0%		76.7%	
KS2 Attainment (% of pupils eligible for free school meals at Level 4+ Reading, Writing and Maths)	2013/14	65.0%	64.0%		60.2%	

Attainment

Monitoring the percentage of pupils who make the expected progress during primary school (between Key Stages One and Two) is way of helping us assess the quality of primary education. The proportion of Coventry pupils making the expected level of progress during primary school is at about the rate for England overall and is average for comparable areas to us. In reading, writing and maths nine out of 10 pupils make the expected level of progress.

At the end of primary school, the Key Stage Two assessment informs us of the attainment level children will have going into secondary school. In 2013/14 a lower proportion of Coventry pupils reached the expected level in reading, writing and maths at Key Stage Two than England and comparable areas to Coventry despite

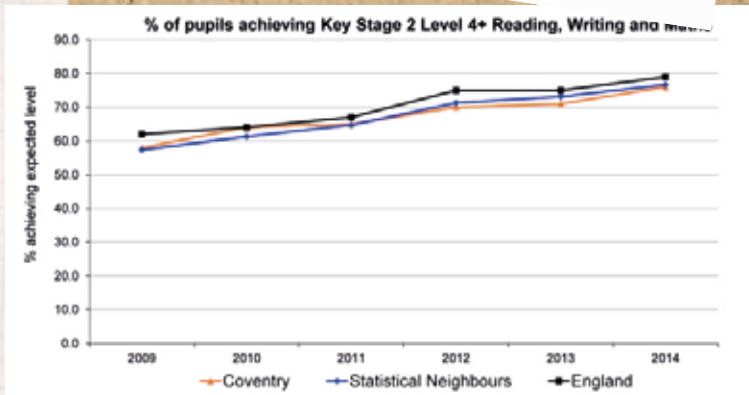
seeing year on year improvements in Coventry and the rest of England. This is 2,810 pupils achieving the expected level out of 3,692.

The chart below shows the trend in Key Stage Two attainment in Coventry compared to the average across England and the average for comparable areas to Coventry for the last few years. It shows that, as it has nationally, the attainment rate has been steadily improving year on year for the last five years.

Children eligible for free school meals and those from poorer backgrounds, on the whole have lower attainment levels than those who aren't eligible and this is the case in Coventry although we are doing better than comparable areas.

Inequalities in attainment

[Click here](#) to view an online interactive map showing the percentage of children assessed at the end of Key Stage Two living in each of Coventry's 18 wards that achieved level four or higher in reading, writing and maths in 2013/14. The wards of Foleshill and St Michael's had the lowest levels of attainment, with rates of 65.0% and 68.2% compared to the city average of 76.0%. Foleshill and St Michael's are the two wards in Coventry whose residents are most affected by deprivation.



4. The Later School Years (11-16 years)

Why is it important?

We know that the secondary school years can be an exciting and enjoyable time for young people, but it can also be a stressful time. Pupils who have the skills to manage stress and who are resilient do better academically, coping at times of change. It is often described as supporting young people's ability to 'bounce back'¹⁰.

Self-harm can be an indicator for a lack of, or low, resilience. Self-harm is when somebody intentionally damages or injures their body. It's usually a way of coping with, or expressing, overwhelming emotional distress. Self-harm is more common than many people realise, especially among younger people. It's estimated around 10%

Areas of focus

Building resilience
Teenage pregnancy
Exploratory behaviours

of young people self-harm at some point, but people of all ages can self-harm. This figure is also likely to be an underestimate, as not everyone seeks help.



What does it mean to be resilient?

Many young people experience a wide range of challenges and threats to their physical and emotional wellbeing. The aim is to support successful 'bouncing back' from these challenges with no lasting negative impact. Resilience ensures young people are able to cope, and that they remain on a par with their peers despite disadvantage or adversity. For example, we know that nationally young people in care do less well in their GCSE results than their peers in the general population.¹¹ But clearly some are resilient, they do just as well. School and community-based resources, services and interventions are a critical part of promoting resilience.¹²

What skills do young people need in order to be resilient?

- ☒ Good thinking and problem-solving skills
- ☒ Relationship skills and social competence
- ☒ Ability to manage and regulate own emotions
- ☒ A sense of confidence, self-efficacy, mastery and self-esteem

Why do people self-harm?¹³

In most cases, people who self-harm do it to help them cope with overwhelming emotional issues, which may be caused by:

- **social problems** – such as being bullied, having difficulties at work or school, having difficult relationships with friends or family, coming to terms with their sexuality if they think they might be gay or bisexual, or coping with cultural expectations, such as an arranged marriage
- **trauma** – such as physical or sexual abuse, the death of a close family member or friend, or having a miscarriage.
- **psychological causes** – such as having repeated thoughts or voices telling them to self-harm, disassociating (losing touch with who they are and with their surroundings), or borderline personality disorder.

To date, there has been considerable success in addressing behaviours that can increase harm to health, such as smoking and drug use. Evidence suggests that resilience, feeling connected and having strong communication with their parents, have a positive effect in stopping young people trying these types of things.

Having healthy, informed attitudes and behaviours towards sexual health can protect a young person against a range

of negative things, like having sex too young, picking up a sexually transmitted infection, or accidentally falling pregnant. We know that some young parents do a great job of raising their children but that overall children born to teenagers are more likely to have a low birth weight, poor health as adults and are more likely to become a teen parent themselves. Reducing unplanned teenage pregnancies requires integrated action across several sectors including sexual health services for young people as well as maternity services for teenagers who decide to continue with a pregnancy and the provision of termination services for those who do not.

Our teenage years are characterised by exploring, experimenting and learning for better or ill. Overall there has been a significant reduction in the prevalence of exploratory behaviours during the past decade across England. The number of young people drinking and smoking regularly has fallen dramatically, however, this is less so amongst girls, and for some behaviours there has been a rise, for example in girls using cannabis. The picture is more mixed in England for sexual health, with the number of 15 year olds reporting having had sexual intercourse falling, but worryingly so has the number reporting using condoms.

The Coventry Headlines:

Between 2010 and 2013 there were **1,051 admissions** (not including Accident and Emergency) **to hospital by young people (aged 10-24) for self-harm in Coventry**. This is significantly higher than the average in England.

For children aged under 18 the number admitted for an alcohol-related condition (as the primary or secondary diagnosis) **has decreased more dramatically in Coventry** than the rest of England and the West Midlands.

Teenage conception rate for under 18s per 1,000 females aged 15-17 is higher in Coventry at 39.5% per 1000 females compared to the England average 24.3 per 1000 females.



What would good look like?

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SELF HARM TARGET	70 fewer admissions	To be the same as the England average for self-harm, Coventry would need about 70 fewer admissions per year. For Coventry to have the lowest rate out of all local authority areas, it would need about 265 fewer admissions per year.
MENTAL HEALTH TARGET	0 admissions	For Coventry to reduce its level of admissions for mental health disorders down to the lowest of all local authority areas, it would require a reduction down to very few admissions, as close to zero as we could get.
TEENAGE PREGNANCY TARGET	90 fewer conceptions	To match the England average for under 18 conceptions, Coventry would need around 90 fewer conceptions per year. To be at the same level as the local authority with the lowest rate in England, Coventry would need around 170 fewer teenage conceptions, taking our rate to around 50 conceptions per year.
ALCOHOL and SUBSTANCE MISUSE TARGET	30 fewer alcohol related admissions 20 substance misuse admissions	For Coventry to reduce its level of admissions for alcohol-related conditions down to the lowest of all local authority areas, we would need a reduction of at least 30 and for substance misuse a reduction of at least 20 admissions.
TEENAGE PREGNANCY		Teenage conception rate for under 18 per 1,000 females aged 15-17 is higher in Coventry at 39.5 per 1000 females compared to the England average 24.3 per 1000 females.

How do we achieve this?

To build resilience in our children and young people:

- Coventry City Council and partners to work with schools to strengthen evidence-based whole school approaches that promote social emotional learning and improve resilience.
- CAMHS to work with schools to strengthen capacity and capability in managing mental health problems early and referring appropriately.
- Review the impact of the new CAMHS Transformation plan once it is fully implemented.

To improve sexual health and reduce teenage pregnancies:

- Review the work of other local authorities who have shown sustained decreases in teenage pregnancies in order to influence our local action.
- Schools to strengthen their delivery of PSHE. Looking at potential improvements to RSE delivery and development (as part of a wider system offer for children and young people) and delivery of a sexual health promotion plan for the city.
- Strengthen the focus on contraception (particularly long-acting methods) and teenage pregnancy as a priority.
- Ensuring ongoing access (including on an outreach basis) to contraceptive services and promotion of those services.

What do Coventry people think?



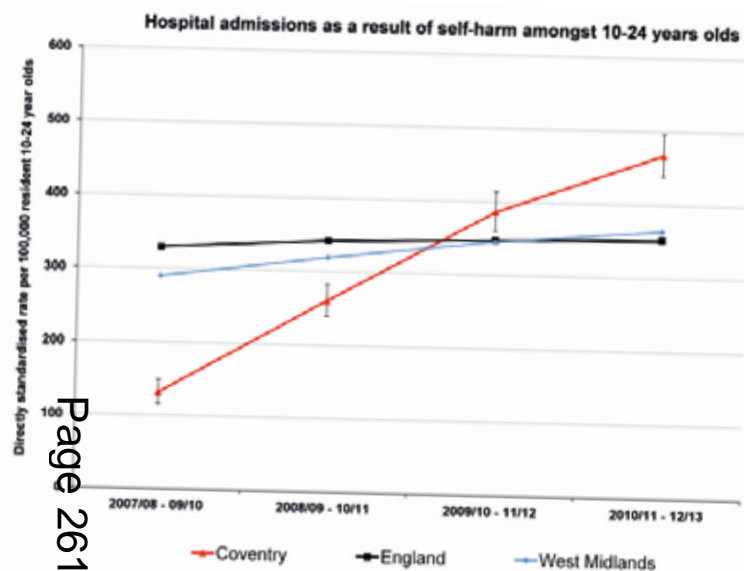
What does the data tell us?

Hospital admissions as a result of self-harm amongst 10-24 year olds

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Hospital admissions as a result of self-harm amongst 10-24 years olds - directly standardised rate per 100,000	2010/11-2012/13	467.5	352.3		417.8	
Hospital admissions for mental health conditions amongst 0-17s - directly standardised rate per 100,000	2013/14	72.4	87.2		108.8	

The Public Health Outcomes Framework states:

"Self-harming and substance abuse are known to be much more common in children and young people with mental health disorders.... Failure to treat mental health disorders in children can have a devastating impact on their future, resulting in reduced job and life expectations."¹⁴



Between 2010 and 2013 there were 1,051 admissions (not including Accident and Emergency) to hospital by young people (aged 10-24) for self-harm in Coventry. This is around one a day and is significantly higher than the average in England, around a third higher. What is worrying is that whilst the number of young people self-harming has increased across England and in the West Midlands, Coventry's increase has been much higher. Part of the difference between Coventry and England could be in referral and admissions practices at hospital, although it seems unlikely that all of the difference is because of this so we need to look at what is causing this big increase.

Coventry's rate for children admitted to hospital due to a mental health disorder is not significantly different from the national average rate with 53 young people being admitted in 2013/14. Like with the self-harm hospital admission information the differences we see could be related to different referral and admission practices of hospitals and the way they code the diagnosis.

Exploratory Behaviours

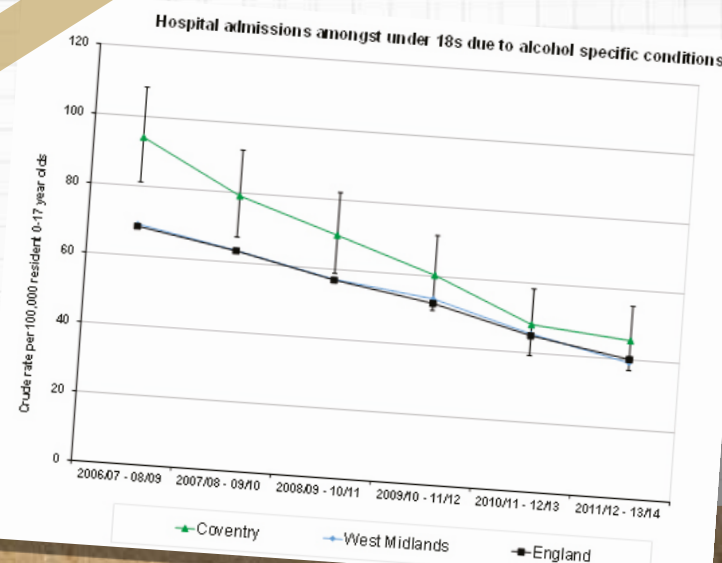
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Looking at responses from the Coventry Children and Young People Survey 2013 with a similar survey conducted in 2008 we can also see that there have been reductions in the number of children reporting to have smoked, drank alcohol or taken drugs in 2013 compared to 2008. The wards of Westwood, Henley and Upper Stoke consistently have the highest number of young people with exploratory behaviours.

In Coventry we have also seen a reduction in the number of admissions where a substance misuse-related condition was the primary diagnosis, even though this has been increasing nationally. Also, for children aged under 18 the number admitted for an alcohol-related condition (as the primary or secondary diagnosis) has decreased more dramatically in Coventry than the rest of England and the West Midlands.

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Hospital admissions due to substance misuse amongst 15-24 years olds - directly standardised rate per 100,000	2011/12 - 2013/14	64.9	81.3		90.4	
Hospital admissions due to alcohol specific conditions amongst 0-17s - crude rate per 100,000	2011/12 - 2013/14	45.5	40.1		45.7	
% of secondary school pupils who have ever smoked a cigarette*	2013	19%				
% of secondary school pupils who smoke regularly / every day*	2013	4%				
% of secondary school pupils who have tried alcohol*	2013	49%				
% of secondary school pupils who have ever tried illegal drugs*	2013	9%				

*Coventry Children and Young People Survey 2013

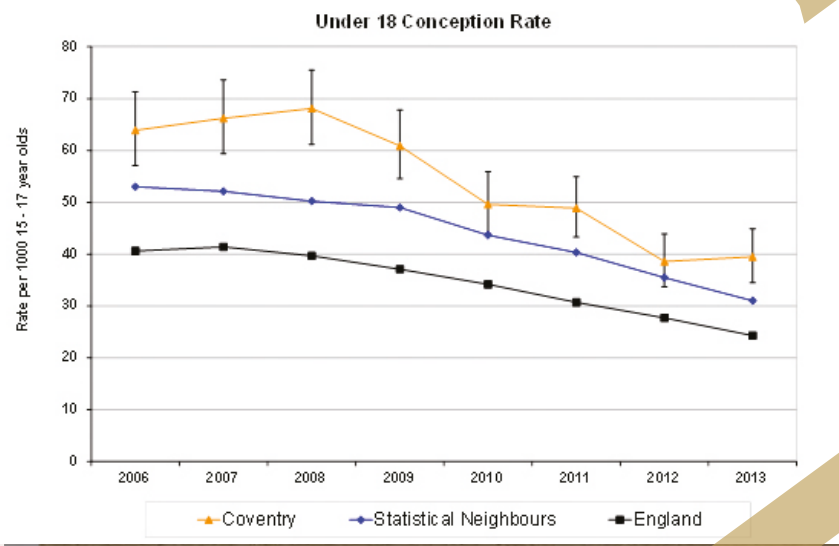


Teenage pregnancy

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Teenage conception rate - conceptions in women aged under 18 per 1,000 females aged 15-17	2013	39.5	24.3		31.0	
Teenage conception rate - conceptions in women aged under 16 per 1,000 females aged 13-15	2013	7.3	4.8		Data unavailable	



The rate of conceptions amongst young women aged under 18 in Coventry, including pregnancies that end in a live or still birth or a termination, is significantly higher in Coventry than we see in England and other areas similar to Coventry. In 2013 there were 227 conceptions to under 18s. The under 18 conception rate has been reducing since 2008, as it has nationally and in areas similar to us. The graph suggests that as our rates are falling more rapidly, we need to continue on this trajectory.



Inequalities across the city

Across 2011 - 2013 there have been big differences in teenage conception rates between the different areas of Coventry; the areas of Binley and Willenhall (87 per 1,000) and Longford (71 per 1,000) had the highest rates. The lowest rates were found in Earlsdon (15 per 1,000) and Wainbody (16 per 1,000). These variations appear to be partly explained by levels of deprivation and the demographic make-up - age, gender, ethnicity of those living there.

5. The Later Teenage Years (16-19+)



Areas of focus

Educational attainment
and raising aspirations

NEETs

Why is it important?

The later teenage years, from 16 to 19, is a hugely important time, where many years of education will come to a head and young people will sit their GCSEs and make big decisions about their future. Young people need to be supported to make sure that there is nothing, for example health or emotional wellbeing problems or problems at home, that prevent them from doing their best at this time. We know that when there is poor school attendance and poor achievement, the risk of ill health is also higher in later life¹⁶.

From this year in England, young people leaving school at 16 are expected to carry on with some form of education, training or employment until they are 18. This is because we know that this offers young people the best opportunity to get the

qualifications and experience they need to get a good job and succeed in life. Supporting young people to make the right choices for what comes next, picking the right training course or studying the right A Levels, is critical.

Moving from school to further education or employment can be a difficult time for children with disabilities or who have been in care. We also know that young people from poorer backgrounds or who achieve the poorest GCSE grades, are less likely to go into further education, training or employment. By failing to move into work or education young people will find that opportunities for achieving a prosperous and healthy life will become more difficult. In Coventry we need to reduce the number of young people not in employment, education or training referred to as NEETs, in the city, by ensuring young people who are at risk are identified early, long before their final years at school, and are provided with support to fulfil their potential.

THE LONGITUDINAL STUDY OF YOUNG PEOPLE IN ENGLAND GIVES SOME MORE DETAILED INFORMATION ON CHARACTERISTICS OF YOUNG PEOPLE AGED 19 WHO WERE NEET IN 2010¹⁷

- Young people who have achieved five or more GCSEs grade A-C are less likely to be NEET than those who have not.
- Those eligible for free school meals are more likely to be NEET than those not eligible.
- Those who have been excluded or suspended from school are more likely to be NEET than those who have not.
- Those with their own child are more likely to be NEET than those without.
- Those who have a disability are more likely to be NEET than those who do not.

The Coventry Headlines:

In Coventry there is a significantly lower number of children, 1,797 pupils out of an eligible 3,436 achieving five GCSEs A* to C including English and maths than the national average, however this is the same as areas comparable to Coventry.

Girls in Coventry perform on the whole better than boys, with 56.9% achieving five GCSEs graded A*-C including English and maths compared to 47.9% of boys.

33.4% of children eligible for free school meals achieved five GCSEs graded A*-C including English and maths, which is much lower than those not entitled to free school meals who achieved a rate of 56.5%, but pupils from poorer backgrounds in Coventry perform better on average than comparable areas to Coventry.

770 (6.8%) 16 – 18-year-olds in Coventry are not in education, employment or training ('NEET') this is higher than the average across England.

The percentage of 19-year-olds from Coventry who have achieved qualifications to at least NVQ level two standard is lower than the national average.

What would good look like?

GCSE RESULTS TARGET	150 MORE PUPILS ACHIEVING 5 OR MORE GCSEs	For Coventry to meet the national average, 150 more pupils would need to achieve five or more GCSEs (or equivalent) graded A*-C including English and maths. To be at the level of the best performing local authority area, which is Kensington and Chelsea at 74%, we need 740 more pupils to achieve this level.
FREE SCHOOL MEALS TARGET	140 MORE PUPILS ELIGIBLE FOR FREE SCHOOL MEALS	To close the gap between poorer children in Coventry and their peers we need 140 more children eligible for free school meals achieving five A-C GCSE grades.
A-LEVEL RESULTS TARGET	100 MORE PUPILS ACHIEVING THREE A/A* GRADES	To reach the national average, Coventry would require 100 more pupils getting three A/A* grades at A-level. To be the best performing out of all local authorities we would need 330 more pupils achieving this level.
NEETS TARGET	REDUCE LEVELS TO 4%	The true number of young people who are NEET is not known, based on estimates we'd want to reduce our levels from 6.8% to 4. 7% and this may bring us close to national levels.



How do we achieve this?

Improving attainment and progression to employment, education or training in Coventry:

Coventry City Council with schools and academies should review the impact of the Coventry Education Improvement Strategy 2013-15 with a focus on the two clear targets that were set at that time:

- Raise standards in schools and academies so attainment and progress measures at all Key Stages are in line with or exceed national averages.
- Improve the quality of provision in schools and academies so that all schools and academies are good or outstanding.
- Coventry City Council is co-constructing a new school improvement model in partnership with secondary schools, this should be reviewed once fully implemented to measure impact.
- Renew focus on closing the attainment gap between the most vulnerable children and young people and their peers.
- The Council and partners need to strengthen their tracking and data quality systems to ascertain the 'true' number of children and young people who are NEET in the city.
- Coventry City Council and partners to fully implement the current Jobs and Growth Strategy for Coventry by 2017 specifically the elements focusing on NEETs:
 - Strengthen coordination and commissioning of services for NEET
 - Focus on prevention - targeting the most at risk of becoming NEET

What do Coventry people think?



What do we know at city and ward level?

Educational attainment and raising aspirations

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
% of pupils achieving A* at A Levels	2014/15	8.3%	8.0%			
% in KS4 achieving 5+ GCSEs graded A*-C including English and Maths	2013/14	52.3%	56.8%		52.5%	
% of children eligible for free school meals in KS4 achieving 5+ GCSEs graded A*-C including English and Maths	2013/14	33.4%	33.7%		29.5%	
% of pupils achieving 3+ A grades at A-level	2013/14	4.0%	12.0%		7.2%	



In 2013/14 1,797 pupils out of 3,436 achieved five GCSEs graded A* -C including English and maths, this is lower than the England average but the same as areas comparable to Coventry and it has improved significantly since 2006, as it has done across the UK.

As they do nationally, girls in Coventry perform on the whole better than boys, with 56.9% achieving five GCSEs graded A*-C including English and maths compared to 47.9% of boys.

There is wide variation in educational attainment at 16 years within Coventry, with pupils from lower income backgrounds achieving lower results.

33.4% of children eligible for free school meals achieved five GCSEs graded A*-C including English and maths compared to 56.5% for those not receiving free school meals, but we are doing better than areas comparable to us.

There are wide variations between Coventry's wards in terms of how their pupils perform at GCSE level with the most deprived areas having the lowest rates. Pupils from Radford (37.4%), Longford (41.1%), Henley (42.6%) and Foleshill (44.4%) had the lowest rates and Earlsdon (73.1%) had the best. Click here to view an interactive map illustrating GCSE attainment rates by ward.

ACHIEVEMENTS AT A LEVELS

Looking at the achievement of the highest academic standards, a much lower number of Coventry pupils in further education achieved the highest grades in A-levels compared to the national average in 2013/14. A total of 49 out of 1,216 eligible pupils from Coventry achieved the highest standard of three A or A* grades. This year however, Coventry students have beaten the national A* rate (8.3% in Coventry compared to 8.0% in England) which will affect how many pupils from Coventry go on to attend the best universities.

Young people not in education, employment or training

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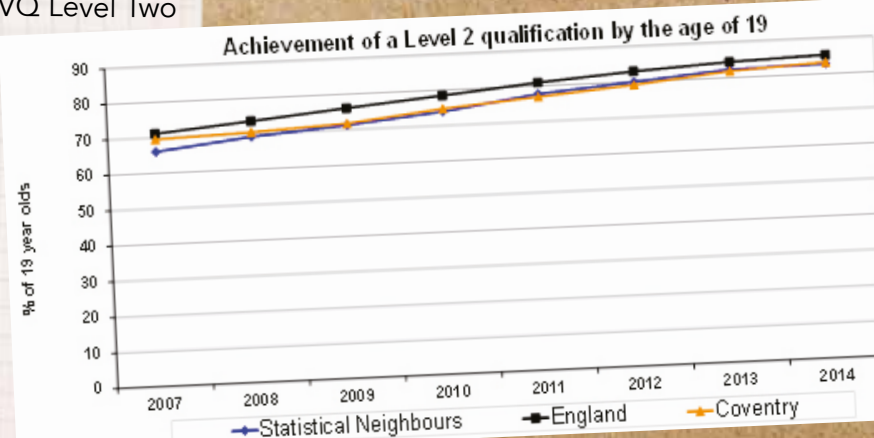
Key Statistic	Time period	Coventry	England	Significance
% of 16 - 18 year olds not in education, employment or training	2014	6.8%	4.7%	
% achieving a level 2 qualification by the age of 19	2013/14	83.3%	85.4%	
Number of Apprenticeship Programme starts	2013/14	2,940		

There were 2,940 starts on the Apprenticeship Programme amongst Coventry residents in 2013/14. This was increasing for a number of years, reaching a peak of 3,800 in 2011/12; since then the number of starts have been falling slowly.

Ward differences

A higher number, 770 (6.8%) of 16 - 18 year olds in Coventry are NEET than we see on average across England. The status of 10.7% of all 16-18-year-olds in Coventry is not known. This includes those who we cannot be contacted because we are not clear if they still live in Coventry those who do not wish to disclose what they are doing or those who we know were in education, employment or training but we haven't yet confirmed what they are doing now. Some of these will be NEET, but more data quality work is required to fully understand the true number. The wards with the highest NEETs rate are Binley and Willenhall, Henley and Longford; Click here to view an interactive map illustrating NEETs rates by ward.

The percentage of 19-year-olds from Coventry who have achieved qualifications to at least NVQ Level Two standard is lower than the national average but is around the same as areas similar to us. This has been improving year on year but remains lower than the national average. Children from poorer backgrounds also don't achieve as well, although they are doing no worse than others in England. Achieving NVQ Level Two does not automatically qualify you to progress to NVQ Level Three, you still need maths and English at C grade or above to do this. Therefore, we need to strengthen our efforts of supporting more children to achieve this benchmark.



6. Vulnerable Groups



Areas of focus

Looked after children
Children with special educational needs and disability
Children from migrant, refugee and asylum-seeking families

Why is it important?

There are groups of children in Coventry who are vulnerable and as a result of this will need extra support throughout their childhood to achieve their full potential. Child vulnerability refers to a child's capacity for self-protection. A range of children can be deemed vulnerable,¹⁸ below are the most common:

- * Looked after Children (LAC)
- * Children with special educational needs and disability (SEND)
- * Asylum seekers and refugees
- * Children and young people with long term illness' (both physical and mental).
- * New communities
- * Young Carers
- * Child Sexual Exploitation
- * Female Genital Mutilation

Looked after children have often experienced trauma and because of this the health and mental health issues they experience can be greater, for example, almost half of children in care have a diagnosable mental health disorder and two-thirds have special educational needs. Delays in identifying and meeting their emotional wellbeing and mental health needs can impact their chances of reaching their potential and leading happy and healthy lives as adults¹⁹. For those acting as corporate parents to looked after children the need to ensure these children thrive, have a sense of belonging and have high aspirations for their future is essential²⁰.

The term 'special educational needs and disabilities' covers a whole range of circumstances, from a child who has complex ongoing medical needs from birth, to a child who is falling behind at school. We know that children with disabilities or those with special educational needs will need extra support if they are to fully benefit from

education and if they are to go on to become independent adults and succeed in life.

Currently 21% of the Coventry population was not born in this country, not all of these will be children, but a large number will. This is a diverse group made up of economic migrants, refugees, asylum seekers and students, mainly from eastern Europe, Nigeria and a growing Roma community. Issues such as poor health behaviours, poor uptake of immunisations and antenatal checks, as well as mental health problems, including drugs and alcohol abuse, can be more common amongst migrants, refugees and asylum seekers. Not accessing healthcare can be a big problem and this can be due to limited understanding of the UK health system, having different expectations of healthcare services and when it is best to access services, language and cultural differences and changing entitlement to healthcare.

Migrants

A diverse group of people who move to our country for work or education, because of family or socio-political reasons, persecution and war. The health needs of the migrant population are wide-ranging due to the great diversity of where people come from, the reasons for their migration and the environment in which they live after they migrate.

Asylum seeker

Someone who has applied for protection through the legal process of claiming asylum because they have experienced persecution in their country of origin. Asylum seekers tend to be young and because of this have low rates of chronic conditions such as high blood pressure and diabetes, but have higher rates of communicable diseases, mental and sexual health problems. Evidence tells us that in the first two to three years following arrival in the UK their health can rapidly deteriorate.

The Coventry Headlines:

The percentage of children in looked after care reaching the expected level for reading, writing and maths in Key Stage Level Two was on par with England in 2012 and in recent years has overtaken the England average. **Coventry is now ranked 10th best in England for this indicator.**

The percentage of children in looked after care achieving five or more A-C grade GCSEs has been increasing in recent years, although it is still lower than the England average.

A lower proportion of Looked After Children in Coventry were deemed to have caused a criminal 'offence' in 2014 than the England average and areas similar to us.

The percentage of children with special educational needs (without a statement of need) achieving five or more A to C grade GCSEs is considerably better in Coventry than the rest of England. Looking at those with a statement of special educational need, the percentage achieving five or more A to C grades is lower than England and comparable areas to us.

In Coventry and in the rest of England we know very little about the health needs of migrants, refugees and asylum seekers.

Childhood memories last a lifetime

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for Coventry



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What would good look like?

LOOKED AFTER CHILDREN TARGET		About 15 out of 25 eligible Looked After Children achieved the benchmark level at Key Stage Two in 2014 it is difficult to know how many more achieving this level would have been required to be the best performing local authority area because the numbers are so small, but we can do better.
LOOKED AFTER CHILDREN EDUCATION TARGET	65 LOOKED AFTER CHILDREN ACHIEVING FIVE GCSES A*-C	At Key Stage Four, approximately six out of 45 eligible Looked After Children achieved five GCSEs graded A*-C. For Coventry to be the best performing local authority area in 2014 would require about 20 achieving the benchmark level.
LOOKED AFTER CHILDREN BEHAVIOUR TARGET	10 LESS LOOKED AFTER CHILDREN RECEIVING CONVICTION, FINAL WARNING OR REPRIMAND	A low proportion of all Coventry Looked After Children were subject to a conviction, final warning or reprimand during 2014, to have the lowest rate of all local authorities we would need to reduce our figure of 12 to around two.
SEN EDUCATION TARGETS	30 PUPILS WITH A STATEMENT ACHIEVING LEVEL 4 OR HIGHER	In 2014 about 10 out of 95 eligible pupils with a statement of special educational needs achieved Level Four or higher for reading writing and maths, to be the best performing local authority in this measure we need about 20 more to achieve this level.
	340 PUPILS WITHOUT A STATEMENT ACHIEVING LEVEL 4 OR HIGHER	Out of about 820 Coventry pupils eligible for assessment at Key Stage Two with special educational needs but without a statement, about 320 achieved Level Four in reading, writing and maths. To have a national average rate we would need about 20 more achieving this level; to be the best performing area we need about 210 more.
	10 MORE PUPILS WITH A STATEMENT GETTING FIVE OR MORE GCSES A-C	To be at the national average rate for GCSE attainment (five or more A-C grades) for pupils with a statemented need, Coventry would have to increase this number by at least another 10 and by 40 to be the best performing local authority area.
	210 MORE PUPILS WITHOUT A STATEMENT ACHIEVING FIVE GCSES A*-C	In 2014, of the 850 pupils with special educational needs without a statement about 320 achieved 5+ GCSEs graded A*-C, a rate significantly higher than the national average. To be the best performing local authority would require about 210 more achieving this level.

How do we achieve this?

The City Council, Coventry and Rugby CCG and NHS England have a shared responsibility and duty (under the Children Act) to co-operate and promote the health and welfare of Looked After Children. These three organisations need to reflect the high level of mental health needs amongst Looked After Children in their strategic planning of CAMHS services. They should also plan for effective transition and consider the needs of care leavers.

Improve the health and wellbeing of Looked After Children:

- All agencies in Coventry to continue to work together to support Looked After Children in their aspirations to fulfil their potential and to improve local outcomes that not only meet the national average but exceed them.
- The Council and the CCG to review progress against the priorities identified in 'Care, Health and Wellbeing of Coventry's Looked After Children and Young People 2014' Annual Report.

Improve the health and wellbeing of Children with special educational needs and disabilities (SEND):

- All agencies and partners in Coventry to work together to support children with SEND in achieving their aspirations and fulfilling their potential and to improve outcomes through implementation of the 'Lifting the cloud of Limitation' programme that not only meet the national average but exceed them.

Improve the health and wellbeing of migrant, asylum seeking and refugee children and families.

- Coventry City Council and other partners to commission work through the Marmot Steering Group to fully understand the local needs of these groups.

What do Coventry people think?



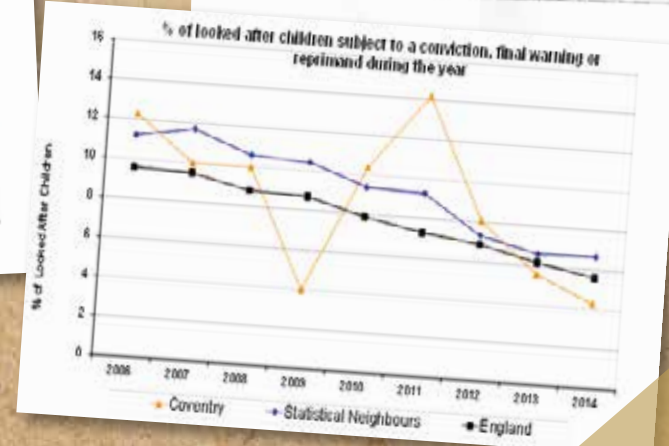
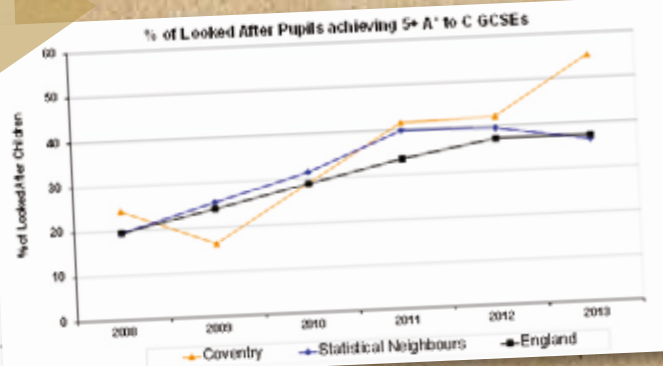
What does the data tell us?

Looked After Children

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
Looked after children reaching expected level in reading, writing and maths at Key Stage 2 (%)	2014	61%	48%		43%	
Looked after children achieving 5 or more a-c grade GCSEs	2014	13.0%	16.3%		17.9%	
Looked After Children subject to a conviction, final warning or reprimand during the year	2014	4.3%	5.6%		6.7%	

The percentage of children in looked after care reaching the expected level for reading, writing and maths in Key Stage Level Two was on par with England in 2012 and in recent years has overtaken the England average. Coventry is now ranked 10th best in England for this indicator.

The percentage of Looked After Children in care achieving five or more A-C grade GCSEs has been increasing in recent years, although it is still lower than the England average. In 2011 the percentage achieving five or more A-C grade GCSEs was 41.5% compared to 55% in 2013 which shows an improving trend. Due to changes resulting from the Wolfe review, data for 2014 is not comparable to previous years.



A lower proportion of Looked After Children in Coventry were deemed to have caused an 'offence' in 2014 than the England average and areas similar to us, with the rate overall falling between 2006 and 2014, although the changes during this time have been erratic.

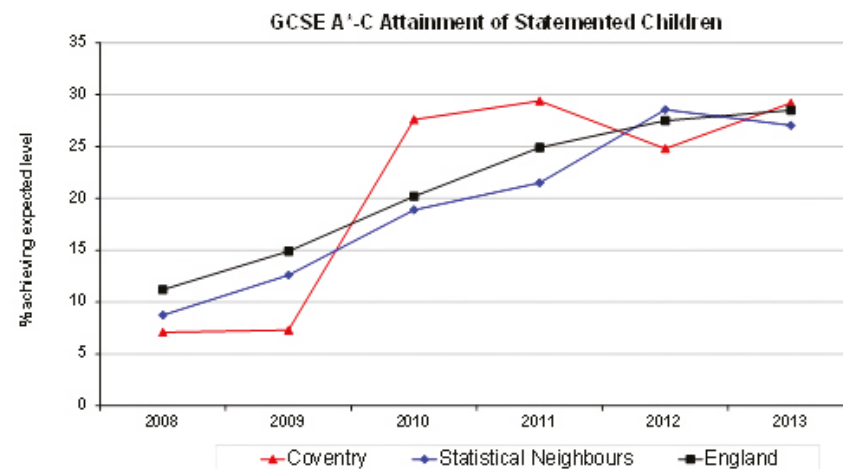
Children with special educational needs and disability

Key Statistic	Time period	Coventry	England	Significance	Areas comparable to Coventry	Significance
SEN children with a statement achieving 5 or more a to c grade GCSEs	2014	6.3%	11.3%		9.8%	
SEN children without a statement achieving 5 or more a to c grade GCSEs	2014	37.6%	32.0%		25.7%	
KS2 with a statement (% at Level 4+ for Reading, Writing and Maths) 2014	2014	11.0%	15.0%		12.5%	
KS2 without a statement (% at Level 4+ for Reading, Writing and Maths) 2014	2014	39.0%	42.0%		38.9%	

Nationally it is estimated that black African women who are asylum seekers have a mortality rate seven times higher than white women²⁰. Also, asylum seeker women often access antenatal services later, with black African women, including asylum seekers and newly arrived refugees, having a maternal mortality rate nearly six times higher than white women. With Coventry having the second largest migration since 2001 (only second to London) we can be fairly sure these will also be issues for Coventry too.

Children from migrant, refugee and asylum-seeking families

The data that is available to us at both a national level and local level on migrants' health in the UK, is limited. Apart from birth and death registrations, the data we do have about health and access to healthcare is currently reported by ethnicity so we can't look at the health of these groups separately. Also, we aren't able to look at those migrants who are economically better or worse off, something which will have a significant impact on their health. When health care providers record information about people they don't often include 'migration variables' such as country of birth and date of arrival in the UK and this is something we need to do more work on locally.



In 2014, which isn't included in the chart the method they use to measure this changed (so isn't comparable).

Summary

Across the life course of a Coventry child and young person this report has highlighted the many challenges they will face. At the moment the future for our young people is not as good as others across the West Midlands and the country as a whole, particularly for our poorest children. It doesn't have to be this way.

Despite the challenges, we have seen tangible improvements, such as increasing numbers of children who are deemed ready for school and reduced numbers of hospital admissions for alcohol and drugs and we now have an understanding of what needs to be done to narrow the inequalities gap and exceed expectations. Some of our poorest children are exceeding educational attainment compared to areas similar to Coventry.

The importance of building resilience has been a key theme; whether it is supporting parents' own capacity and capability to create a safe and nurturing home, through to being ready for school, doing well in school and equipping children with skills and knowledge to be independent adults. This is true for all our children and young people but especially our most vulnerable.



The city has ambitions for its future growth and prosperity, its children and young people remain its most important asset. Investing in them is an investment for our future.

In order to secure the future we want for our children, we must strengthen our efforts to work with partners, communities, schools, parents, children and young people, tapping into the city's future aspirations, hopes and ambitions for its children and young people. It's what our children deserve and it's what Coventry deserves.

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Glossary

A and E	Accident and Emergency (also known as emergency department or casualty) deals with genuine life-threatening emergencies
Antenatal care	The care received from healthcare professionals during a pregnancy
Benchmark	A measure or standard that can be used to compare an activity, performance, service or result. 'Benchmarking' is the process of measuring the performance of people organisations with broadly similar characteristics.
BMI	Body Mass index is a measure that adults can use to see if they are a healthy weight for their height.
CAMHS	Child and Adolescent Mental Health Services is a term for all services that work with children and young people who have difficulties with their emotional or behavioural wellbeing
CCC	Coventry City Council
CCG	Clinical Commissioning Group commission most of the hospital and community NHS services in the local areas for which they are responsible
Conduct disorder	A range of antisocial types of behaviour displayed in childhood or adolescence.
Congenital malformations	Conditions or defects that affect a baby from birth

Data	Information collected through research
Deprivation	The damaging lack of material benefits considered to be basic necessities in a society
Diagnosis	The process of identifying a disease or condition by carrying out tests or by studying the symptoms.
Healthy Child Programme	A universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, accompanied by advice around health, wellbeing and parenting.
Health inequalities	Differences in health status or in the distribution of health determinants between different population groups
Infant mortality	Death of a child under the age of one
Integrated approaches	Method where various aspects work together
KS2	Key Stage 2 is the part of the national curriculum covering Year 3, 4, 5 and 6
Marmot city	Coventry was one of seven cities in the UK invited to participate in the UK Marmot Network. This is based on the work that is carried out by Professor Sir Michael Marmot and his team to reduce health inequalities.

National child measurement programme	Programme measuring the weight and height of children in reception class (aged 4 to 5 years) and year 6 (aged 10 to 11 years) to record overweight children and obese levels within primary schools		
NEET	Young people aged 16 to 24 who are not considered to be undertaking a form of education, employment or training.		
Obesity	Excess body fat accumulation that may impair health		
Outcomes	The impact that a test, treatment, policy, programme or other intervention has on a person, group or population.	SUDI	Sudden unexpected deaths in infancy describes any infant death that is unexpected and initially unexplained.
Partners	Organisations that work together	Significance	The extent to which a result deviates from that expected to arise from random variation or errors in sampling.
Persistent absence	Pupils who miss 15 per cent of lessons a year	SEND	Children and young people with special educational needs and disability
Prevalence	Gives a figure for a factor at a single point in time	UNICEF Baby Friendly Initiative	The UK Baby Friendly Initiative is based on a global accreditation programme of UNICEF (United Nations Children's Fund) and the World Health Organization. It is designed to support breastfeeding and parent infant relationships.
Public Health	Refers to all organised measures (whether public or private) to prevent disease, promote health, and prolong life among the population as a whole.	Wards	Spatial units used to elect local government councillors in metropolitan and non-metropolitan districts, unitary authorities and the London boroughs in England; unitary authorities in Wales; council areas in Scotland; and district council areas in Northern Ireland.
Public Health England	An executive agency that delivers services to protect the public health through a nationwide integrated health protection service, provides information and intelligence to support local public health services, and supports the public in making healthier choices.		
Risk factor	Any aspect of a person's lifestyle, environment or pre-existing health condition that may increase their risk of developing a specific disease or condition		

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Public report Cabinet Report

Health and Wellbeing Board
Cabinet
Council

19 October 2015
26 November 2015
1 December 2015

Name of Cabinet Member: Cabinet Member (Health and Adult Services) – Councillor Caan

Director Approving Submission of the report: Director of Public Health

Ward(s) affected: All

Title: Continuing as a Marmot City

Is this a key decision?

No – although this decision will affect more than two wards in the City, it is a continuation of an existing policy.

Executive Summary:

Coventry was one of seven cities in the UK chosen in 2013 to participate in the UK Marmot Network and become a Marmot City and develop a 'Marmot' approach to tackling health inequalities. In March 2015, Professor Sir Michael Marmot from University College London's Institute of Health Equity and key leaders from Public Health England recognised the progress Coventry has made, and committed to working together with Coventry acting as an exemplar City for its approach to reducing health inequalities for a further three years.

This will enable Coventry to accelerate the progress that has been made in reducing health inequalities over the last two years and to develop a more focused, multi-agency approach to ensure that resources and efforts are concentrated where they can make the biggest difference. As an exemplar City, Coventry will share learning with the wider system and disseminate findings to other areas. Public Health England and University College London will provide expertise and knowledge to support Coventry, and to develop Coventry's capability to measure the impact of the Marmot City programme.

As part of this, partners are working together to develop a Marmot strategy, which will form part of Coventry's overall Health and Wellbeing strategy and be overseen by Coventry's Health and Wellbeing Board. The strategy will consider the conditions which determine health, including: housing, employment, income, environment, and community, as well as access to health

services and the overall health of the population, with a particular focus on young people, jobs and the economy, and improving outcomes for people from diverse backgrounds.

Recommendations:

1. Health and Wellbeing Board is requested to:
 - (i) Approve the proposed partnership arrangement and approach
 - (ii) Make any comments or recommendations to Cabinet about the report and its proposed approach
2. Cabinet is requested to:
 - (i) Consider comments from the Health and Wellbeing Board
 - (ii) Approve the proposed partnership arrangement and approach
 - (iii) Make any comments or recommendations to Council about the report and its proposed approach
 - (iv) Ask Council to approve the proposed partnership arrangement and approach
3. Council is recommended to:
 - (i) Consider comments from the Health and Wellbeing Board and Cabinet
 - (ii) Approve the proposed partnership arrangement and approach

List of Appendices included:

None

Other useful background papers:

‘Fair Society, Healthy Lives’ (The Marmot Review):

<http://www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review>

‘Making a Difference in Tough Times (case study report):

http://www.coventry.gov.uk/downloads/file/16043/coventry_a_marmot_city_-_making_a_difference_in_tough_times

‘How Marmot Makes a Difference’ (video): <https://www.youtube.com/watch?v=Bsul-ayjElw>

Has it been or will it be considered by Scrutiny?

Yes – Coventry’s proposed approach to tackle health inequalities was considered by Scrutiny Board 5 on 1 July 2015.

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

Yes – Health and Wellbeing Board on 19 October 2015

Will this report go to Council?

Yes – on 1 December 2016

1. Context and background

- 1.1 Tackling health inequalities will improve the health, wellbeing and life chances of the people of Coventry. Where someone is born, where they live, whether they work or not and what they do all affect how long someone will live, how healthy they will be and the quality of life they will experience.
- 1.2 Inequalities are unfair: people in lower socio-economic groups are more likely to experience chronic ill health and die earlier than those who are more advantaged, and inequalities affect everyone, as there is a social gradient to health: the better the conditions in which you are born, grow up and live, the more likely you are to enjoy better health and a longer life.^{1 2} Statistics from Public Health England show that men in the most affluent areas of Coventry will live, on average 9.8 years longer than men in the most deprived areas, while for women the difference is 8.5 years, and the difference is even greater for those who are homeless or who suffer from a mental health condition.
- 1.3 Tackling health inequalities will reduce social, economic and financial costs. As well as the human cost, every year health inequalities cost the UK £31-£33 billion in lost productivity (estimated at £170 million in Coventry), £20-£32 billion in lost taxes and higher welfare payments, and an additional £5.5 billion in healthcare costs.³ Spending on late intervention (youth economic inactivity, crime and anti-social behaviour, child protection and safeguarding, youth substance misuse) is estimated at £6.5bn for local government nationally (£117m in Coventry), compared to £800m on early intervention (£4m in Coventry)⁴. Reducing health inequalities, targeting resources based on need and investing in prevention and early intervention can:
 - Improve health outcomes, wellbeing, mental health and community and social relations
 - Increase productivity and improve educational attainment, which will ensure the area is attractive to employers and develop the local economy
 - Reduce the costs of welfare and healthcare
 - Reduce future demand for council services and associated costs including social care, child protection, housing, domestic and sexual violence and substance misuse.
- 1.4 Tackling the causes of health inequalities cannot be done through health services alone. The transfer of public health services to local authorities in April 2013 provided Coventry with an opportunity to continue to broaden the ownership of the health inequalities agenda. Coventry committed to delivering rapid change in health inequalities by 2015 and was one of seven cities in the UK invited to participate in the UK Marmot Network and become a Marmot City. Being part of the Marmot Network has

¹Acheson, *Independent inquiry into inequalities in health report*, London: The Stationery Office, 1998

²Dahlgren, Whitehead, *Policies and strategies to promote social equity in health*, Stockholm: Institute of Futures Studies, 1991

³Chi Onwurah, 'MP urges action on health inequalities', *Westminster Briefing*, 2010

⁴Hardoon Chowdy and Carey Oppenheim, 'Spending on late intervention: how we can do better for less', Early Intervention Foundation

provided Coventry with access to the international expertise of the Marmot Team based at University College London.

1.5 Being a Marmot City has brought together partners from different parts of Coventry City Council and from other public sector and voluntary organisations, whose decisions and activities have an impact on health. Since Coventry became a Marmot City in 2013, there has been progress in outcomes across health and across society.⁵ The life expectancy gap in Coventry between the most affluent and most deprived has narrowed (from 11.2 years to 9.8 years for men and from 8.6 years to 8.5 years for women), and there have been improvements in educational development, health outcomes, life satisfaction, employment and reductions in crime in priority locations:

- Breastfeeding initiation has increased from 74.9% to 75.9%, and is better than the national average (73.9%).
- Nearly 60% of reception pupils in 2014 left their first year of education with a 'good level of development'. This is an increase of 4% compared to 2013, and Coventry is now above the regional average and in line with the national average.
- 42.3% of reception pupils with free school meal status left their first year of education with a 'good level of development', significantly above the regional and England average of 36%.
- 5.5% of those who completed an NHS Health Check were identified as having a long term condition and placed on a disease risk register with their GP, and over 58% of health checks have been delivered in GP practices in the two most deprived quintiles in the city.
- In 2014/15 3,000 smokers were supported to achieve a 4-week quit and Coventry is in the top 5 authorities nationally in terms of the proportion of smokers that it reaches through these services.
- There has been an increase in the number of physically active adults (from 49.4 to 52%), and the number of physically active adults in Coventry is now similar to the national average.
- There has been a 22.5% reduction in crime in priority locations.

1.6 A national conference 'Making a Difference in Tough Times' was held in Coventry on the 26th March to share the city's achievements as a Marmot City, where Professor Sir Michael Marmot congratulated Coventry on its approach and progress achieved so far. Partners also worked together to develop a [case study report](#) and [film](#).

2. Options considered and recommended proposal

2.1 In March 2015, the Institute of Health Equity committed to continue to work with Coventry in principle for a further three years. In April 2015, Public Health England also indicated a willingness to support Coventry for this period. The main purpose of this partnership is to continue to develop and embed the approaches that have been introduced over the last two years, enable Coventry to measure progress against local

⁵ More information on progress to date can be found in the report *Making a Difference in Tough Times*, and video *How Marmot Makes a Difference*, which can be accessed via the following link: http://www.coventry.gov.uk/info/176/policy/2457/coventry_a_marmot_city

and national indicators, provide Coventry with access to learning from other areas and raise the profile of Coventry as an exemplar city for reducing health inequalities.

2.2 As further planned spending cuts to services and welfare reforms create challenges for Coventry's most vulnerable residents, the council must continue to work with the NHS, police, fire service, voluntary sector, and private sector over the next three years to continue to accelerate progress made to date and improve the health, wellbeing and life chances of the people of Coventry. Working together as a Marmot City with partners at Public Health England and the Institute of Health Equity will:

- Facilitate partnership working between the Council's Place, People, Resources and Chief Executive's Directorates as well as wider public and voluntary sector partners and businesses.
- Provide Coventry with expertise to develop Coventry's capability to reduce health inequalities through:
 - Ensuring health and social value are reflected in council policies and decision making
 - Ensuring services and interventions are evidence based and commissioned for outcomes
 - Ensuring resources are targeted based on need and that proportionate universalism⁶ is embedded throughout the council and its partners so that interventions and projects are targeted at the right people and in the right places to have maximum impact on health inequalities in Coventry
- Provide Coventry with access to learning from other areas and raising the profile of Coventry as an exemplar city for reducing health inequalities.
- Enable Coventry to measure progress against local and national indicators.

2.3 Coventry will continue to work with Sir Michael's team at University College London and with Public Health England to ensure that the Marmot principles which aim to reduce inequality and improve health outcomes for all have been embedded into the core functions of the council and its partners. Public Health will be working with partners to develop a Marmot Strategy, which will form part of Coventry's Health and Wellbeing Strategy, as well as further indicators for the next three years based on the Marmot policy objectives outlined in '[Fair Society, Healthy Lives](#)'.

2.4 Over the next three years, the strategy will focus on improving outcomes for young people, and on ensuring that economic growth in Coventry is 'good growth' which benefits the most disadvantaged citizens and improves both health and economic benefits to businesses. As the strategy is developed, the health outcomes and wider outcomes which the partnership hopes to achieve will be clarified in further detail, but initial analysis suggests that the programme will concentrate on the following Marmot policy objectives and, as well as reducing the life expectancy and healthy life expectancy gap, will aim to achieve the following outcomes:

- **Enable all children, young people and adults to maximise their capabilities and have control over their lives** (Reduction in the number of young people aged 16-18 who are not in education, employment or training, reduction in under 18 conceptions, increase in the proportion of children achieving five A*-C grades at GCSE, improvements in young people's mental health and a reduction in the

⁶ Actions must be universal, but with a scale and intensity that is proportionate to the level of disadvantage

number of young people admitted to hospital for self harm, with an aim to see particularly rapid improvements in the most deprived areas of the city).

- **Create fair employment and good work for all** (Increase in the proportion of working age adults in employment, reduction in employment inequality, improvements in the health of employees, increased productivity, increased income for Coventry residents, with an aim to see particularly rapid improvements in the most deprived areas of the city).
- **Improving health outcomes for a diverse population** (understanding and addressing the health, wellbeing and wider needs of migrant populations, including asylum seekers and refugees, supporting diverse communities and ensuring people from diverse backgrounds are able to access a full range of services).

3. Results of consultation undertaken

- 3.1 The strategic direction of Coventry's Marmot City programme for the next three years has been established through consultation with the Public Health department, representatives from the Council's People, Place and Resources directorates and wider partners including West Midlands Police, West Midlands Fire Service, Voluntary Action Coventry, Coventry and Warwickshire Local Enterprise Partnership and Coventry and Rugby Clinical Commissioning Group. In addition, as part of the 2015 JSNA process, a call-for-evidence went out to stakeholders in Coventry to enable wider agencies and individuals to contribute to the process.
- 3.2 Further consultation is planned over the next month to enable both internal and external partners to contribute to the further development of the strategy and action plan, including a stakeholder workshop which is planned for November.

4. Timetable for implementing this decision

- 4.1 A launch event is provisionally planned for 27 January 2016 for Coventry City Council to launch its intention to partner with UCL's Institute of Health Equity and Public Health England (PHE) for a further three years. Professor Sir Michael Marmot, Director of UCL's Institute of Health Equity will be attending as well as Dr Annmarie Connolly, Director of Health Equity and Impact at Public Health England and Councillor Ann Lucas and Dr Martin Reeves from Coventry City Council.
- 4.2 Once developed, the Marmot Strategy will then run from April 2016 – March 2019 and be published on the Council's internet pages and shared with partners. The Marmot Steering Group, directly accountable to Coventry's Health and Wellbeing Board, will provide strategic leadership to oversee the further development and implementation of the strategy, driving forward an action plan in collaboration with wider stakeholders.

5. Comments from Executive Director, Resources

5.1 Financial implications

- 5.1.1 Over the last two years, individual 'Marmot' projects and initiatives have been funded via a number of different routes, and this will continue for the next three years.

- 5.1.2 Funding and support has been and will continue to be provided by partner organisations (such as West Midlands Police, West Midlands Fire Service, Voluntary Action Coventry, Coventry and Rugby CCG), and opportunities for external funding are being assessed.
- 5.1.3 As part of the partnership arrangement between UCL's Institute of Health Equity and Public Health England, both organisations have agreed to provide support and expertise to Coventry to ensure actions taken to reduce health inequalities are as effective as possible. Public Health England have also agreed to provide some resource in the form of a secondment to develop indicators to ensure Coventry is able to measure the impact of the Marmot City programme.
- 5.1.4 Part of the purpose of the Marmot City work is to make a difference within existing resources, and release funding through doing things differently. This ensures the work is sustainable and can be rolled out to other areas, even while there are funding challenges within the public sector.
- 5.1.5 Other costs (such as staff time to co-ordinate the programme and communications costs) will be met within the existing Public Health budget. Therefore, no new money is being requested from Coventry City Council budgets for this programme.

5.2 Legal implications

- 5.2.1 In April 2013 when the Health and Social Care Act 2012 came into force, local authorities took on a new legal responsibility for protecting and improving the health of the people in their areas, including reducing health inequalities. The new role of local authorities complemented existing Council functions which aim to improve the wellbeing and life chances of local people.

6. Other 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)?

- 6.1.1 Continuing as a Marmot City for a further three years will contribute to the achievement to a wide range of key objectives for Coventry City Council, including:
 - Reducing health inequalities
 - Promoting the growth of a sustainable Coventry economy
 - Helping local people into jobs
 - Reducing the impact of poverty
 - Improving the quality of life for Coventry people
 - Making communities safer, cleaner and greener
 - Improving educational outcomes
 - Improving the health and wellbeing of local residents
 - Protecting and supporting the most vulnerable people
 - Maximising the use of assets and empowering strong and involved communities

6.2 How is risk being managed?

- 6.2.1 There are no specific risks identified in this report. However, risks associated with the delivery of relevant services are managed through the directorate and corporate risk registers, in conjunction with partners across the city. Regular reviews of each risk are undertaken, and mitigating actions put in place to ensure the overall risks are reduced as much as possible.

6.3 What is the impact on the organisation?

- 6.3.1 None – the Marmot City programme is already on-going within the Council. Extending this for a further three years does not require substantial changes that would impact on the organisation.

6.4 Equalities / EIA

- 6.4.1 An Equalities Impact Assessment is not appropriate for this work, although the aim of the Marmot partnership and strategy for the next three years is to reduce health inequalities across the City.

6.5 Implications for (or impact on) the environment

- 6.5.1 No significant impact to note at this stage.

6.6 Implications for partner organisations?

- 6.6.1 Partner organisations in Coventry and nationally are committed to reducing health Inequalities. Partner organisations form the multi-agency Steering Group which oversees the Marmot City programme in the City. The re-launch of Coventry's Marmot City programme and new partnership arrangements reaffirm the commitment of partners (including statutory, non-statutory and third sector) to working together and sharing information.

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

Georgia Faherty, Programme Manager - Inequalities
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Directorate:

People

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Enquiries should be directed to the above person.

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Georgia Faherty	Programme Manager – Inequalities	People	6.10.15	7.10.15
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Director: Jane Moore	Director of Public Health	People	7.10.15	7.10.15
Members: Councillor Camran Caan	Cabinet Member (Health and Adult Services)		6.10.15	6.10.15

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Public report Cabinet Report

Cabinet

26 November 2015

Name of Cabinet Member:

Cabinet Member for Health and Adult Services – Councillor Caan

Director Approving Submission of the report:

Executive Director of People

Ward(s) affected:

All

Title: Delivering Effective Short Term Support in People's Own Homes

Is this a key decision?

Yes:

The proposals in this report entail expenditure in excess of £1m and impact on all wards.

Executive Summary:

Effective home support is a key feature of the delivery of good Health and Social Care Services. Home support enables people to remain living independently in their own homes, supports carers and, if delivered effectively, allows for flexibility through a personalised approach to respond to changing care needs over time.

All home support should be as enabling as possible with the key focus of enablement being on points of change in people's circumstances such as deterioration in health, regaining skills following a hospital stay or a temporary change in the support network surrounding an individual.

Due to the benefits to individuals, through increased independence, and those to the health and social care system, through reduced demand for acute services and/or long term support, both the City Council and the Coventry and Rugby Clinical Commissioning Group (CRCCG) contribute financial resources to the delivery of short term home support through contracts with independent sector providers.

The existing contracts were awarded in May 2014 and since then there have been significant pressures on health and social care services through increased hospital activity and increases in referrals to social care. These changes in activity manifest themselves in more people requiring care and support thus it is important that our capacity to provide short term enabling services that reduce the requirement for ongoing social care, change in response to these demands.

Working in a way that enables people to be as independent as possible, supports the whole health and social care economy in the City. It contributes to the delivery of improved outcomes

for individuals, reduces the demand on acute services through hospital attendances and ensures that we are not committing resources to the support of individual's long term where this could have been avoided. This, in turn, supports financial sustainability.

The City Council currently commits £665k per annum to the delivery of short term home support with CRCCG committing £391k. To recognise these increases in demand and the health and social care commitment to support people at home and reduce demand wherever possible the CRCCG has agreed to invest up to an additional £700k in the delivery of short term home support. This increased investment will provide capacity to help ensure that people can access enabling support, when required, and for a period that allows enablement potential to be realised. This will enable step-up support as well as step-down following a hospital admission.

It is also recognised that a number of people may not be eligible for support from health or social care but would benefit from being more connected into their community through volunteers. To support this initiative the CRCCG has also agreed to grant fund a voluntary sector partnership to complement short term services through creating sustainable community solutions and further reducing demand on health and social care support. This approach will support the delivery of the broader principles of the Care Act (2014) of well-being and prevention.

Recommendation:

Cabinet is requested to:

1. Approve the tendering of short term home support to support delivery of integrated services across health and social care and delegate authority to the Executive Director of People, in consultation with the Cabinet Member for Health and Adult services for the award of contracts following completion of the tender process.
2. Approve the City Council entering into a grant aid agreement, using resources funded by the Coventry and Rugby Clinical Commissioning Group for a voluntary sector partnership to deliver asset based community support for adults and older people.

List of Appendices included:

Appendix One - Activity Information
Appendix Two - Equality and Consultation Document

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

1. Context (or background)

- 1.1 Effective home support is a key feature of the delivery of good Health and Social Care Services. Home support enables people to remain living independently in their own homes, supports carers and, if delivered effectively, allows for flexibility through a personalised approach to respond to changing care needs over time.
- 1.2 Whether delivered on a short term or ongoing basis, all home support should have a key focus of enablement. However, the maximum opportunities for enablement occur, in the majority of cases, at key points of change in people's circumstances such as deterioration in health, need to regain skills following a hospital stay or a temporary change in the support network surrounding an individual. At these points it is critical to ensure that support is available on a short term basis that works with the person to regain abilities that they may have temporarily lost, or are at risk of losing.
- 1.3 People with a range of different support needs and vulnerabilities may require short term support. These include older people, adults with learning disabilities and adults with physical impairments. The type of service provided is centred around enabling activities for people to retain, regain or acquire new skills to remain as independent as possible and reduce whole life dependency on long term support.
- 1.4 Effective enabling short term home support has positive impacts across the health and social care economy. These include benefits to individuals through increased independence, and those to the health and social care system through reduced demand for services. Due to the positive impacts across the system both the City Council and the Coventry and Rugby Clinical Commissioning Group (CRCCG) contribute financial resources to the delivery of short term home support through contracts with the independent sector. Home support providers work in conjunction with therapy services and use available assistive technologies such as Telecare to ensure that the maximum enablement potential is realised.
- 1.5 At present approximately 90 people are in receipt of short term support at any one time. (Please see Appendix 1 for details of delivery). This support is delivered through contracts let to three independent sector providers in the City who deliver on a patch based system aligned to general practice clusters. These contracts were awarded in May 2014. Since the contracts were instigated there have been a number of factors that have placed increasing strain on short term home support services including increased demand as a result of hospital pressures, reductions in residential beds allocated for short term use and increased referrals to Adult Social Care. Should our short term services not adjust to reflect this changing landscape the risk is that more people will require ongoing care and support long term that could otherwise have been avoided.
- 1.6 Short Term Support is accessed through both health and social care routes, and as such the rigid application of the national eligibility criteria introduced by the Care Act on 1 April 2015 does not apply. This more flexible approach allows support to be arranged at short notice and without a lengthy assessment of eligibility.
- 1.7 The City Council currently contributes £665k per annum to the delivery of short term home support and the CRCCG makes a contribution of £391k. To recognise these changes in demand and the fact that the health and social care system is committed to supporting people at home the CRCCG has agreed to invest up to £700k additional resource per annum in the delivery of short term home support from 1st April 2016. This

increased investment will provide capacity to help ensure that people can access enabling support, when required, and for a period that allows reablement potential to be realised and as a result reduce overall demand within the health and social system. This additional financial resource will be phased in over the 4 year period of the new contracts to enable a reduction in bedded provision and support the overall direction of travel of supporting people at home as opposed to in bedded provision.

- 1.8 Enabling people so that they do not require ongoing social care support is a key outcome from the provision of short term services and a key reason why the City Council and the CRCCG continue to invest in short term services. There are also a number of people who do not require social care support but whose overall well-being and ability to manage independently would be enhanced through a greater network of informal support. Through its Active Citizens, Healthy Communities strategy the City Council has committed to developing the assets of communities to support the people who live within them. In order to assist with the development of community resources, the CRCCG has also agreed to grant fund a voluntary sector partnership to support people who are not eligible for ongoing health or social care support. Extending what is available to support people in their own communities will also contribute to the City Councils obligations to meet the broader principles of the Care Act (2014) of well-being and prevention.

1.9 Improvements in Short Term Home Support

The key improvements expected as a result of service model to be commissioned are as follows:

- Increased capacity to better support demand management. The current contracts are for 1,350 hours per week at a cost of £1.056m per annum. The resource allocated will increase this envelope with up to £1.756m being available. The contracts will be let on the basis of the organisations that can deliver the best quality and volume for this resource. The minimum support hours available from the outset of the new contracts would be 1500 per week with the potential to increase to approximately 2000 hours per week during the life of the contracts.
- A clear contribution to the delivery of the duties of the Local Authority under the Care Act (2014) including prevention and integration with health.
- The current service model is for a period of up to six weeks. There are, however, a number of people who would reach their reablement potential through a longer period. This flexibility will be an integral part of the new arrangements with an increased emphasis on the outcomes to be delivered.
- Therapy support is limited and needs to be targeted to where it has best effect as a number of people who access short term support will not require input from a professional therapist. This improved targeting will be a key element of the service.
- Assistive Technologies including Telecare can provide valuable re-assurance and support as part of a care and support package. Providers will be expected to work closely with the City Council to ensure that all opportunities for the use of technologies to assist with support are taken.
- In order to ensure that there is both capacity for step-up as well as step-down a proportion of the service will be for the dedicated use of Community Social Work teams to ensure that reablement can be provided that reduces long term care and avoids hospital admissions. The expectation will be that around 15% of hours will be available for step up provision accessed through community social work teams (this

% split will ensure that on day one of the contracts the hospital specific allocation will remain at current levels). The exact percentage will be kept under review and flexible to ensure resources are being utilised to the maximum effect.

- The increased emphasis towards community based access to short term home support provides a focussed aim on reducing hospital admissions which will in turn have a positive effect on the delayed transfers of care (DTOC) within UHCW which is an on-going local issue across the health and social care system in Coventry.
- Service delivery will be assigned to GP cluster areas. This alignment will further facilitate integration with health services.
- The contract period would be 4 years. This will give providers some stability. However, the health and social care environment is not static, therefore, it will be a requirement that organisations are flexible and adjust their service delivery model as the local environment changes.

1.10 Increasing Community Capacity

In addition to the short term home support service, Coventry and Rugby Clinical Commissioning Group and Coventry City Council have established a grant fund of £75,000 per annum to support the reduction of demand for health and social care support through increasing the voluntary capacity in the City to support older people and adults in areas of prevention and well-being. The grant is to be used to target support on the following groups:

- Those who may be discharged from hospital with a limited or no care and support package who are at risk of deterioration due to lack of carer or family support
- Those who may not meet the national eligibility criteria for Adult Social Care but are at risk of further deterioration due to a lack of carer or family support

This funding is intended to enable the Voluntary and Community sector throughout Coventry to develop their capacity to achieve the following outcomes:

- Increased activity of volunteers in the City supporting people in their communities
- Improved levels of resilience in people at risk of developing a need for crisis care
- Better targeting of scarce health and social care resources through providing preventative support that reduces levels of deterioration
- Supporting effective discharge from hospital through ensuring people that are isolated are supported to return home
- Enabling people to connect into sustainable support structures in their local communities that support their overall well-being.

When the grant is awarded the ability of the successful organisation(s) to deliver self-sustaining services will be a key criteria and measure of success.

1.11 Summary of Benefits for Customers

In addition to improved system outcomes there are a number of direct benefits expected to be achieved as a result of the proposals outlined in this report. These include:

- More people will be able to go home rather than remain unnecessarily in hospital
- Fewer people in the community will have avoidable hospital or care home admissions or risk receiving long term home support before having the opportunity of benefiting from step up reablement

- More people will be supported to enable to regain lost skills/acquire new skills promoting their independence and re-establishing more control over their lives
- People who require a longer reablement period will be able to benefit from this
- More people are expected to complete a short term support episode without the need for on-going statutory support or with a much reduced care package
- Those who continue to need a little bit of help after their period of enablement, for example, to reduce isolation and loneliness and sustain overall wellbeing, will benefit from increased community capacity.
- People will benefit from a more targeted level of therapy input and integration of assistive technology into a holistic support package.

2. Options considered and recommended proposal

2.1 Recommended Option

Option 1: Undertake a Tender for the Short Term Home Support Services

In order to ensure appropriate capacity to support the delivery of enabling short term support, reduce demand for ongoing care and support and ensure that the resources identified by CRCCG are used to deliver improved outcomes across the health and social care economy, it is recommended that a tender commences for the delivery of short term home support.

2.2 Other Options

Option 2: Increase Capacity and Extend duration of existing arrangements

The City Council could extend the existing arrangements with the three providers currently contracted to deliver short term home support and increase the capacity within these contracts. This would reduce the need to tender the service and would be likely to lead to an increase in capacity being achieved on a shorter timescale. This option is not recommended as the new arrangements require a number of changes to the current operation of the contract rather than a simple extension of the current services. Due to value, duration and importance of the new arrangements it is also appropriate to test the market to ensure best value for public funds is achieved. Short Term services are currently amongst the more expensive provision in the City so ensuring the costs remain as competitive as possible is essential to ensure best use of public funds.

3 Results of consultation undertaken

Formal consultation was not undertaken. However, in developing the proposals contained within this report engagement has taken place with service users, carers, social work practitioners and health colleagues. Key outcomes from this engagement include the requirement to rebalance support away from a more or less exclusive focus on supporting hospital discharge to offer more opportunities for step up provision to prevent hospital or care home admission or people reviewing long term home support without the opportunity of reablement. Stakeholders have also required additional emphasis in the new service specification on maintaining people's health and wellbeing and alignment with GP clusters to further assist with integration of health and social care.

4. Timetable for implementing this decision

Subject to approval, the tender process will commence in December 2015 with new contracts planned to go live from 1 April 2016, following an implementation period of 3 months.

The voluntary sector partnership funded by the CCG is scheduled to commence by April 2016.

5. Comments from Executive Director, Resources

5.1 Financial implications

The current spend on STSMI hours is £1056k per annum with the Council contributing £665k and Coventry and Rugby CCG £391k.

The Coventry and Rugby Clinical Commissioning Group have agreed a further contribution of up to £700k per annum to mitigate the cost pressure for short term services as the hours increase from the current 1350 per week to a minimum of 1500 hours per week from April 2016.

The Government, in its July 2015 Budget, introduced a New Living Wage for workers aged 25 and over. This will be effective from April 2016 initially at a rate of £7.20 per hour anticipated to rise to £9.00 per hour by 2020 with increments advised by the Equal Pay Commission.

Other cost pressures for providers have included introduction of workplace pensions and increased regulatory burdens. More recently the European Court of Justice has ruled that the time spent travelling to and from first and last appointments by workers without a fixed office should be regarded as working time.

As there is a finite resource available providers will be required to deliver the maximum capacity within this resource to ensure that financial thresholds are not exceeded.

Re-commissioning of short term support and improved asset based community support will assist with managing demand and contribute to financial sustainability.

5.2 Legal implications

The Care Act (2014) builds on previous legislation and statutory guidance and focusses health and social care on prevention, early intervention and recovery. The effective delivery of home support is fundamental to discharging the Local Authority's statutory duties under s2 Care Act (2014) of preventing, reducing or delaying needs.

The care provided within Home Support includes personal care delivered to people in their own homes and therefore is subject to the requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2015 and the Care Quality Commission (Registration) Regulations 2014.

6. Other 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 proposals contained in this report will contribute to the Council Plan key objectives of protecting the most vulnerable, improving health inequalities and improving health and wellbeing.

6.2 How is risk being managed?

There is an established project team which is accountable to the Adult Joint Commissioning Board. Tendering risks will be managed through statutory procurement guidelines.

Tender evaluation process

The tender process will be managed by the local authority but will involve key partners and user representatives in the evaluation process.

As part of the tender exercise provider performance will be considered and it is proposed that in addition to written documentation / statistical analysis the evaluation panel will: -

- Invite potential organisations to present / discuss their plans for service delivery and joint working within the City
- Undertake site visits to local offices to gain an understanding of how organisations operate within the City (including managing staff / rotas / co-ordination etc)

There is a joint CCG and Council communications plan to ensure stakeholders are appropriately informed about the changes and resources in place to deal with any issues raised by service users and their families. However, as the services provided are short term in nature there will be no requirement for service users to change care providers as a result of this tender.

The service post award will be monitored through the joint Quality Assurance function across health and social care. A focus of this approach will aim to support providers through: -

- Attendance at established Multi-Disciplinary Team meetings (providers / commissioners / CWPT / social care)
- Oversight of providers by contract / quality assurance team
- Key assigned commissioning support to ensure effective delivery of services and partnership working is in place
- Identification of clear data requirements and outcome measures to evidence success of service and areas for improvements
- Regular provider project groups
- Involvement in the evolution of the health and social care system and inclusion in plans / pathways around Integrated neighbourhood teams (INT's) and community based support

6.3 What is the impact on the organisation?

None

6.4 Equalities / ECA

A separate ECA has been completed and appended to this report. The procurement is expected to achieve positive impacts for people with protected characteristics.

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

The effective delivery of home support enables effective use of health and social care resources through maximising people's independence and ensuring people are not in a hospital setting for longer than necessary. The proposals contained in this report support these objectives. The proposals also support the City Council in working with the voluntary sector through the establishment of a voluntary sector partnership to support people in their communities.

Coventry and Warwickshire Partnership Trust (CWPT) is a key partner in delivering complementary therapy support for people accessing short term home support. There is an expectation that contracted providers will work pro-actively with therapists to support individual outcomes (in addition to on-going work with social workers / district nurses and community based services to ensure reablement potential is reached).

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

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People

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Inderjit Lahel	General Manager – Strategic Commissioning	People	29/10/15	30/10/15
Amanda Mayes	Strategic Category Lead	People	29/10/15	3/11/15
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Director: Gail Quinton	Executive Director	People	3/11/15	3/11/15
Members: Councillor Caan	Cabinet Member Health and Adult Services		2/11/15	2/11/15

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Appendices

Activity Information

Equality and Consultation Document

Appendix 1

Key Performance Information for the Current Short Term Home Support Service

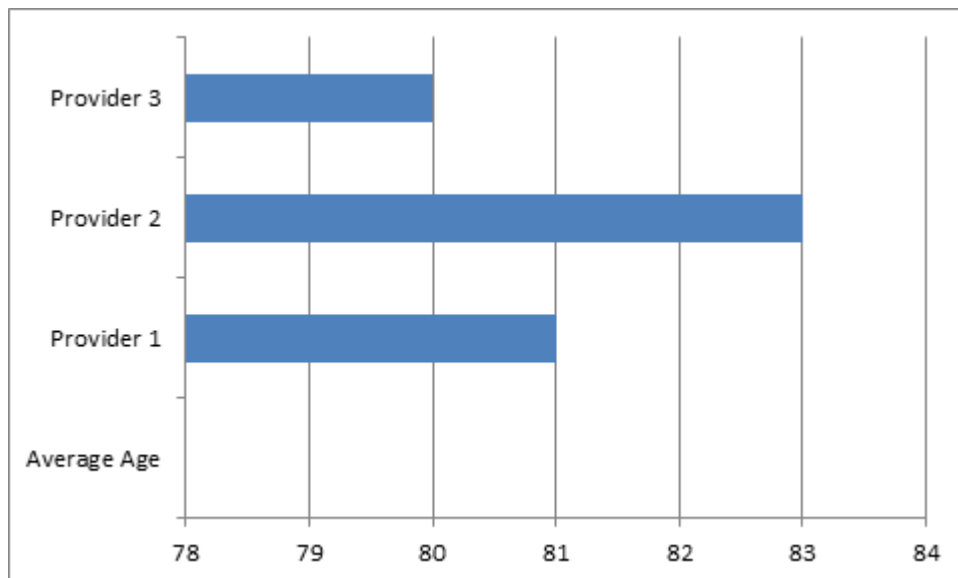
The following information details a range of key data / service performance which supports: -

- The continuation of a short term home support service in Coventry
- The on-going commitment of funding to the service and the benefits to adult social care.

Demographics

- Between September 2014 and May 2015, 773 people accessed the service of whom 60% of were female and 40% male
- The average age of service users was 81 years
- Access of people from Black Asian Minority Ethnic and Refugee backgrounds was similar to other social care services and representative of Coventry's older population approximately 77% White British, 14% Asian, 1% black and 8% other ethnic group.

Average Age



Key Outcomes

The current service has a capacity of 1350 hours per week and hours have largely been delivered.

The following table shows the number of service users supported between September 2014 and May 2015 inclusive and main outcomes. It shows that over 50% of people required no on-going support after their period of reablement either funded or privately arranged.

Provider	Service Users Supported	Average Age	Length of Stay (days)	Sequential support		Other Exit	% reduction in long term HS hours
				Yes	No		
Provider 1	298	81	25	38% (113)	54% (160)	8% (25)	33% (98)
Provider 2	246	83	31	34% (83)	57% (140)	9% 23	25% (61)
Provider 3	229	80	26	48% (109)	43% (98)	9% (22)	19% (43)
Total	773	81	27	39.5%	51.5%	9%	25%

Figures in Brackets indicate number of service users. Based on September 2014 to May 2015 full month delivery following HSSTS decommissioning May 2014. "Other exit" includes death and readmission to hospital.

- Only 3% of people requiring long term services following their short term intervention were placed in a care home
- Of those people requiring long term home support services over 25% received a package which was less (reduction of hours) than their short term support package
- Of those people completing their short term service the average length of stay (LOS) was 27 days
- Therapy input is more consistent across short term home support services due to the partnership working and agreed protocols across CWPT / CRCCG and social care.

Comparison against other service types

Short term home support services compare favourably to bedded services within the City. For example: -

- Circa 38% of people accessing bedded (residential) provision went onto need long term residential care
- 40% of people receiving a short term residential service went onto need no on-going care packages
- The average length of stay for bedded services was 46 days
- The average short term home support package is circa 14 hours – this equates to around £210 per week
- Compared to a short term care home placement (or even other bedded facilities) this is significantly less and enables people to remain in their own home following discharge / remain in their home to avoid admission.

Guidance

Please read the [Equality and Consultation Analysis Guidance Note](#) for help in completing this form. For further information and support to complete this form, please contact – **equalities**: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112) or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939) in the Chief Executive's Policy Team; or for **consultation**: Helen Shankster (Helen.Shankster@coventry.gov.uk 024 7683 4371) in the Insight Team.

About the project

Project or review	Re-commissioning of Short Term Home Support
Service	Adult Social Care
Directorate	People

About the person completing this form

Name	Jason Bejai
Role	Commissioning Manager
Email	Jason.bejai@coventry.gov.uk
Telephone	024 7683 3784
Date section 1a completed	26/10/2015

1. Provide brief details of the aims of the project / review

Re-commissioning of Service. Short Term Services for adults provides people with an intensive home support package that focusses on enabling people to go home from hospital, or prevent hospital or care home admission or unnecessary dependency on long term home support, the regained skills and abilities enable them to be as independent as possible. This re-commissioned service will be jointly funded by the Coventry City Council and Coventry and Rugby Clinical Commissioning Group.

Impact on service users

2. What are the possible impacts of this project / review on the following groups?



Assess the impact of this project / review on people with the following [protected characteristics](#); and agreed local priority groups. Please summarise local service level data as evidence of any impact and also consider other local and national data or evidence. Under 'Mitigating Actions' outline briefly what actions you plan to put in place to lessen any negative impact on protected groups. Delete any of the characteristics below which do not apply.

Protected characteristic

Commentary / Analysis

Impacts / Mitigating actions

Age

The average age of the people who are accessing the current services is 81 years.

Positive impacts

Re-commissioning of the service is expected to have a positive impact in terms of the emphasis on supporting people to regain or acquire skills so as to be able to remain as independent as possible

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Disability	<p>Service users have a wide range of disabilities with a customer base including people who are:</p> <ul style="list-style-type: none"> • Elderly and frail • Have physical disabilities • Have sensory impairments • Are living with dementia • Have a learning disability or • Have mental ill-health 	<p>Positive impacts: Re-commissioning of the service is expected to have a positive impact in terms of an emphasis on supporting people to regain or acquire skills to remain as independent as possible</p>
Gender	<p>Mid Year (2013) population estimates show that 61% of Coventry's 80+ population were female and 39% male.</p> <p>60% of people accessing current STSMI home support are female and 40% male suggesting equal access to the service.</p>	<p>Positive impacts: Re-commissioning of the service is expected to have a positive impact in terms of an emphasis on supporting people to regain or acquire skills to remain as independent as possible. The providers will be required to develop a diverse workforce and to be part of networks that promote sensitive and appropriate service delivery, and shall give due consideration to the gender of the Service User.</p>
Marriage/Civil Partnership		<p>Positive impacts: The providers will deliver support designed to enable Service Users to live their life in the best way possible with their limitations. The provision will include advice and guidance signposting or direct support for choices relating to sexual awareness, support for religious & cultural needs and access to social networks.</p>
Race	<p>The proportion of people from Black Asian and Minority Ethnic backgrounds is consistent with the other social care accessed services for the age group - approximately 77% White British ,14% Asian 1% Black and 8% other ethnicity.</p>	<p>Positive impacts: Re-commissioning of the service is expected to have a positive impact in terms of an emphasis on supporting people to regain or acquire skills to remain as independent as possible. The providers will be expected to support the Service Users' spiritual, religious and cultural needs, ensuring, for example, that diets, times of visits, observance of dietary restrictions and gender are complied with in accordance with the support plan.</p>

Protected characteristic	Commentary / Analysis	Impacts / Mitigating actions
Religion/Belief	The proportion of people with different religious beliefs is consistent with the other social care accessed services for the age group. Of those where religion was recorded, approximately 64% were Christian, 23% Muslim, 10% Sikh, 1.5% Hindu and 1.5% Agnostic.	Positive impacts The service specification expects that providers will demonstrate equality in all aspects of practice policy and procedures including giving due consideration to religion and belief, spiritual and cultural needs and observance of religious celebrations
Sexual Orientation		Positive impacts: The service specification expects that providers will demonstrate equality in all aspects of practice policy and procedures including giving due consideration to sexual orientation
Carers		Positive impacts: Re-commissioning of this service is anticipated to have a positive impact on family carers as service users regain independence and thus require less support from families and friends

3. Have you considered social value requirements as part of this project/review?

Yes, requirement as part of tendering exercise.

Impact on the workforce

4. How many staff belong to the protected characteristics?



Contact the HR Change Management Team (Marion O'Brien, Marion.O'Brien@coventry.gov.uk 024 7683 2454) for management information on the workforce affected by this project/review.

There would be no impact on City Council staff as a result of this tendering.

5. What are the likely impacts of this project / review on different groups of staff?

Some incumbent providers may not be successful in securing the funding and their contract with the council will cease. It is not known who will be successful at this stage, although there will be opportunities for staff to move between providers which is common in the home support market.

It is envisaged that unsuccessful incumbent provider staff will be-distributed amongst successful providers owing to the general requirement for short term home support hours being equivalent or greater than it is presently.

6. Do you plan to undertake formal consultation as part of this project?

Yes

☐

No

☒

Not required, tendering of services. Significant consultation and engagement has already been undertaken with a wide variety of stakeholder groups. See Section 9

7. Has a report to elected members been prepared in relation to this work?

Yes

☒

No

☐

Web link to the report:

Insert link to the report (usually <http://moderngov.coventry.gov.uk/>....).

Next steps

Please send this completed pre-consultation form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.Ohandjanian@coventry.gov.uk 024 7683 2939). This form will also be shared with Public Health, who will be in touch in relation to the impact of this project/review on health inequalities.

1b

Post-consultation

**The section below should be completed following consultation.**

Name

Jason Bejai

Date section 1b completed

27/10/2015

8. Update any equality impacts on service users listed in Part 1a question 2 following consultation.

Reflect any new information that may have come to light during the consultation process. Under mitigating actions, identify the responsible Council officer or named person in an external provider responsible for completing the action and timescales involved.

9. What were the key findings from the consultation process?**Key performance**

- Circa 930 people accessed the services across a 12 month period
- Just over 50% of people accessing and completing the service did not require an on-going social care services (either funded or privately arranged)
- Only 3% of people requiring long term services following their short term intervention were placed in a care home
- Of those people requiring long term home support services over 25% received a package which was less (reduction of hours) than their short term support package
- Of those people completing their short term service the average length of stay (LOS) was 27 days
- Therapy input is more consistent across short term home support services due to the partnership working and agreed protocols across CWPT / CRCCG and social care
- Feedback indicated that more service hours should be allocated to people living in the community to rebalance provision from a main focus on hospital discharge. Alignment with GP clusters was seen as a positive way of assisting with integration of health and social care provision

Comparison against other service types

Although difficult to always compare as there are many variables (client needs / level of illness etc.) it is worth referencing that short term home support services compare favourably to bedded services within the City. For example: -

- Circa 38% of people accessing bedded (residential) provision went onto need long term residential care
- 40% of people receiving a short term residential service went onto need no on-going care packages
- The average length of stay (LOS) was 46 days
- The average short term home support package is circa 14 hours – this equates to around £210 per week
- Compared to a short term care home placement (or even other bedded facilities) this is significantly less and enables people to remain in their own home following discharge / remain in their home to avoid admission.

10. Have any of the preferred delivery options or service model(s) changed following the consultation?

Yes



No



If yes outline what changes are to be incorporated

More focus on step up from community provision to avoid hospital/care home admission or people as current services largely focus on hospital discharge. Alignment with GP clusters to enable closer integration between health and social care.

11. Update the workforce data tables in Part 1a question 4 as required.



Not applicable

13. Following consultation, please indicate which of the following best describes the equality impact of this review/project.

There will be **no** equality impact if the proposed option is implemented ☐

There will be **positive** equality impact if the proposed option is implemented ☒

There will be **negative** equality impact if the proposed option is implemented but this can be objectively justified ☐

14. Will this form be used to compile a Programme Level Analysis (Part 2)?

Yes ☐

No ☒

If yes, state the name of the programme:

Enter the name of the programme.

15. Approvals from Director and Cabinet Member

Name

Date

Director: Pete Fahy

03/11/2015

Cabinet Member: Cllr Caan

03/11/2015

16. Please detail below any committees, boards or panels that have considered this analysis.

Name	Date	Chair	Decision taken
Cabinet	26/11/2015	Cllr Lucas	Decision made / link to report.
Name of board.	Click here to enter meeting date.	Name of chair.	Decision made / link to report.
Name of board.	Click here to enter meeting date.	Name of chair.	Decision made / link to report.

Next steps

Please send the completed form to the Chief Executive's Policy Team: Jaspal Mann (Jaspal.Mann@coventry.gov.uk 024 7683 3112); or Wendy Ohandjanian (Wendy.ohandjanian@coventry.gov.uk)

Version control

Find the latest version on Beacon at <http://beacon.coventry.gov.uk/equalityanddiversity/>

Version	Date	Summary of Changes (Author)
1.0.0	17 July 2014	Initial release (Jaspal Mann)
1.0.1	05 August 2014	Added protected characteristic of Disability under section 2 (Si Chun Lam)
1.0.2	05 May 2015	Jaspal Mann



Public report Council Report

Cabinet
Council

26 November 2015
01 December 2015

Name of Cabinet Member:

Cabinet Member for Business Enterprise and Employment, Councillor Kevin Maton

Director Approving Submission of the report:

Executive Director, Place

Ward(s) affected:

All

Title:

European Funding Programme 2014-20 – Coventry City Council First Round Applications

Is this a key decision?

Yes, as it has the potential to affect all wards within the City and expenditure is in excess of £1m

Executive Summary:

The new 2014-2020 European Structural Investment Fund (ESIF) Programme was launched in March 2015. The programme will run until 2020, and in the first round funding for projects running from January 2016 to December 2018 £35.8m has been made available to bid for. This does remain a moving feast as Government continues to propose to push funding back towards the later parts of the 2014-2020 programme rather than in the early years.

The Council has been extremely successful in securing European funds in recent years and at the last count had secured in excess of £41million from the current European programme.

The Council has submitted bids in the new programme under the Research and Innovation, Small Medium Enterprise (SME) Competiveness, Low Carbon and Technical assistance and the Inclusive Labour Markets themes. Across all the bids the amount being bid for in the first round is £19.57m, 55% of the funding available.

The Council has already taken a leadership role in bringing partners together from across the Coventry & Warwickshire LEP area to develop projects and programmes that will lead to greater economic growth across the City and the sub region. The Council has an outstanding track record of securing, managing and delivering European programme in partnership.

This report provides information on each of the bids and requests Members' approval for the Council to act as accountable body and guarantor for these funding programmes.

Recommendations:

Cabinet is asked to:

1. Note the success of European Funding in delivering the City's Economic aspirations and to continue supporting the acquisition of European funds into the future.
2. Retrospectively endorse the submission of bids for 2014-2020 European Funding
3. Recommend that Council agree the funding opportunity from ESIF as a significant opportunity in delivering the City's priorities, authorise the City Council to act as guarantor and to delegate authority to the Executive Director Place to enter into the appropriate grant aid agreements should it be successful in securing funds.

Council is asked to:

1. Agree the funding opportunity from ESIF as a significant opportunity in delivering the City's priorities, authorise the City Council to act as guarantor and to delegate authority to the Executive Director Place to enter into the appropriate grant aid agreements.

List of Appendices included:

None

Background papers:

None

Other Useful Documents:

[Coventry Jobs Strategy](#)

[Coventry & Warwickshire Strategic Economic Plan](#)

[Coventry & Warwickshire LEP Area ESIF Strategy](#)

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?

Yes, 01 December 2015

1 Context (or background)

1.1 In March 2015, applications opened for the new programme of European Structural and Investment Funds (ESIF). The programme will run until 2020, and in the first round funding for projects running from January 2016 to December 2018 will be available.

1.2 ESIF includes both the European Regional Development Fund (ERDF) and the European Social Fund (ESF). ERDF is designed to fund economic development projects, while ESF provides support to help people find sustainable employment.

1.3 An Envious Track Record

1.4 The Council already delivers a number of successful programmes and in the current programme has secured **over £41m of ERDF** which is on track by December 2015 to deliver at least:

- £25m in Private Investment;
- £35m in Public Sector investment (from a range of sources)
- 1,000 jobs created
- 30ha of Brownfield land reclaimed/redeveloped
- 12,680m² of upgraded commercial floor space

1.5 Looking to the New Programme

1.6 Coventry City Council has submitted bids for both ERDF and ESF through the new programme. Bids have been submitted under the Innovation, SME Competiveness, Low Carbon and Technical assistance themes of ERDF, and the Inclusive Labour Markets theme of ESF. This report provides information on each of these bids and requests Members' approval for the Council to act as accountable body for these funding programmes.

1.7 It should also be noted that this is the only the '*First Round*' applications and the Council's Employment and Skills services will be bidding for funds under future rounds in particular ESF grant associated with jobs, skills and training.

2 Options considered and recommended proposal

2.1 The first option could have been to decline the opportunity to apply for ESIF funding but this was quickly discounted because the Council has an excellent track record of using European funding to run successful projects. There is a total of £35.8m ESIF money available for Coventry and Warwickshire and this is the primary source of economic development funding currently available.

2.2 An alternative option was to seek to join ESIF bids as a delivery partner rather than as lead bidder. This approach could provide some benefits in terms of reduced financial risk and programme management costs whilst still making European funding available for some of the Council's activities. However, as a City there is not another appropriate partner with the track record to manage a large diverse programme like the one we are proposing. Therefore this option has been discounted.

- 2.3 The recommended option is for the Council to act as lead applicant for ESIF projects, and to act as accountable body for this funding programme. This maximises the European grant available, and also allows the Council to take a leadership role, working with key partners, in how ESIF projects are delivered. As previously mentioned, the Council has an excellent track record of managing grants of this type using them to create new jobs and economic growth for Coventry and Warwickshire. These bids will allow this work to continue in the new programme.

3 Summary of Bids

- 3.1 The total amount of funding available in the first round of ESIF for Coventry & Warwickshire is £35.8m and the Council is bidding for £19.57m (Broken down as £12.17m ERDF and £7.4m ESF)
- 3.2 The bids have had outline approval from Department of Communities and Local Government (DCLG) for ERDF and Department of Work & Pensions (DWP) for ESF, and full applications are now being completed. The figures below may vary slightly during the final negotiation process.

3.3 *Coventry and Warwickshire SME Growth Programme*

- 3.4 This project aims to build on the very successful Enterprise and Business Growth project which was funded from the previous ERDF programme and will end 31st December 2015. The Council established a partnership of business support providers including Warwickshire County Council, the Chamber of Commerce, the CWLEP Growth Hub Coventry University Enterprises, Coventry & Warwickshire Community Development Agency, The Prince's Trust and the Highlife Centre. This group has spent the last year developing a programme which will help people start new businesses, and provide grants and specialist advice to help growing businesses create new jobs. The Council will act as accountable body for just over £4.5m in ERDF funding, and over the three years it is anticipated that the programme will lead to in-depth specialist advice to at least 950 businesses, including 550 start-ups, which will lead to the creation of 850 new jobs in the Coventry & Warwickshire economy and over £6m private sector investment.

3.5 *Low Carbon Business and Low Carbon Infrastructure Programmes*

Two programmes are proposed which will use ERDF grant to encourage energy efficiency and carbon reduction activities in Coventry and Warwickshire. The activities will be split into two main themes; firstly through support for businesses to improve their energy efficiency and reduce their carbon footprint by setting up a Green Business Support Network, helping them move into the low carbon goods and services sector, and providing grants to help them do so. The second theme is around low carbon infrastructure which includes the expansion of community and district energy schemes as well as the provision of electric vehicle charging points. The programme is worth up to £5.7m and, is anticipated, will supporting over 530 businesses of which 30 will be new businesses, and creating of over 210 jobs with over £5m private sector investment

3.6 *Innovative Coventry and Warwickshire: Place Test Bed*

- 3.7 This project will enable Coventry and Warwickshire to act as a test-bed for new technologies. The area's urban and rural centres will trial emerging technologies in the fields of data capture, energy usage, IT connectivity, smart systems, digital technology and health and assistive technologies. The project will achieve these aims by providing specialist support to SMEs developing these technologies, including Coventry University

Enterprises as a delivery partner. Over three years, the project will work with 100 companies, create 90 jobs and bring 6 new products onto the market with £2.9m of Private Sector Investment. A total of £1.8m ERDF has been applied for.

3.8 **Youth Employment Initiative: Ambition Coventry**

- 3.9 The Ambition Coventry project will provide support to help young people, who are disengaged, or are at risk of disengagement, move into jobs. The project has been developed by a consortium of public, private and third sector organisations that will provide barrier breaking, training and employability support to 3,100 young people over a period of just less than three years. The project will be jointly funded by the Youth Enterprise Initiative (other European funding) and ESF. A total of £7.2m in ESIF funding has been applied for, with a further £3.6m in match funding coming from the Council and its partners.

3.10 **Technical Assistance Project**

- 3.11 This project will provide funding to allow Coventry City Council, Warwickshire County Council and Coventry University staff to provide expert advice to other organisations in the process of applying for ESIF funding. The Council will act as accountable body for this project which will bring in a total of £181,000 ERDF and £184,000 ESF funding. Of this total, £145,000 (40%) will be available to fund existing Council staff.

3.12 **Table 1 – Summary of CCC Partner Led Bids**

Programme	Jobs Created	SMEs Supported	Of which are new Businesses	Support to Young People	Private Investment (£'m)	New Products to Market	ESIF Grant (£'m)
SME Growth	850	950	550	-	6.0	-	4.5
Low Carbon	210	530	30	-	5.7	-	5.7
Innovative C&W	90	100		-	2.9	6	1.8
Youth Employment Initiative (YEI)	-	-	-	3,100	-	-	7.2
Technical Assistance	-	-	-	-	-	-	0.37
Total	1,150	1,580	580	3,100	14.6	6	19.57

4 **Results of consultation undertaken**

- 4.1 The ESIF bids have been developed by partnerships led by the Council. These partnerships bring together a broad representation of organisations working on economic development and employment activities in Coventry and Warwickshire. This includes public and private sector partners, such as universities and third sector organisations. Partners involved in the development of the various ESIF applications include:

- City College
- Community Energy Warwickshire
- Coventry and Warwickshire Chamber of Commerce

- Coventry and Warwickshire Cooperative Development Agency
- Coventry and Warwickshire Reinvestment Trust
- Coventry District Energy Company
- Coventry University Enterprises
- Henley College
- Orbit Housing
- The Highlife Centre
- The Princes Trust
- Warwickshire County Council
- Whitefriars Housing Group

- 4.2 Each of these partners has had the opportunity to influence the ESIF bid in the relevant themes, allowing the views of a wide range of people and businesses from Coventry and Warwickshire to be considered in the project design.
- 4.3 The ESIF bids deliver against Coventry & Warwickshire's Strategic Economic Plan (SEP) which has undertaken significant consultation. In addition an extensive consultation process around the development of the Coventry & Warwickshire's ESIF Strategy has also taken place.

5 Timetable for implementing this decision

- 5.1 Should the ESIF bids be successful, the DCLG and DWP issue funding agreements which will allow the projects to start on January 1st 2016. Once this is agreed, each delivery partner will be given a Grant Aid Agreement that sets out their contribution to project in terms of match funding and outputs, and sets out how much ESIF funding will be available to them. This process is expected to be completed early in 2016.
- 5.2 Projects will run until December 2018. In previous European funding programmes the Council has successfully negotiated extensions of both time and funding several times, so it is possible that the end date will be extended.

6 Comments from Executive Director, Resources

6.1 Financial implications

- 6.1.1 The Council is proposing to be the accountable body for each of the five First Round ESIF 2014-20 programmes as specified in the report, totalling £19.57m if approved. Whilst there is some financial risk, there is no immediate implication of being accountable body. These schemes will bring significant economic benefit to the city. Grant risk is discussed further in section 8.
- 6.1.2 The ESIF applications in this first round will provide a total of up to £2.8m in grant funding towards the Council's staffing costs between January 2016 and December 2018.
- 6.1.3 Table 2 (below) illustrates that the total of match funding provided by Council for existing salaries and associated overheads is £4.3m. This reflects current revenue budgetary provision for the 3 year grant programme period. In addition, Delivery Partners will be providing £5.47m in match funding over the same period, with SMEs providing £5.7m in contributions towards grant activities. The Resource and New Projects team will monitor this to ensure grant is fully maximised where possible.

6.1.4 Table 2 – Summary of Financial Profiles for Each Application (£m)

	ESIF Grant	CCC Match Funding	Delivery Partner Match	Match Funding From SMEs
SME Growth	4.5	1.06	1.94	6.0
Low Carbon	5.7	0.61	1.77	5.7
Innovative C&W	1.8	0.26	0.18	2.9
Youth Employment Initiative (YEI)	7.2	2.24	1.36	0
Technical Assistance	0.37	0.15	0.22	0
Total	19.57	4.32	5.47	14.6

CCC's match is required at varying levels for the individual projects depending on the type of activity being funded, the source of funding, and the contributions from delivery partners. Should the level of available CCC match funding change for any reason, it will be necessary to find alternative match within the programmes in order to maintain the level of ESIF grant that has been requested.

6.2 Legal implications

- 6.2.1 The Council will act as the accountable body for the ESIF projects on the terms of the EU and DCLG and DWP requirements. The Council will be issued with a grant offer containing terms and conditions. The terms and conditions will be devolved to any partners within the various programmes. These will ensure appropriate conditions and obligations which are imposed upon the Council are passed to the grant recipients who receive the funding for delivering projects. The Council has power to act as guarantor under Section 1 of the Localism Act 2011.

7 Other implications

7.1 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)?

- 7.1.1 At its highest level the ESIF strategy delivers part of the Coventry & Warwickshire Local Enterprise Partnership's SEP.

- 7.1.2 The ESIF projects proposed here will all contribute to the Council's aim to be a top ten City that is "*globally connected and locally committed*". The SME Growth Programme and Innovative Coventry and Warwickshire will support business growth and create jobs for local people, as well as raising the city's profile by providing an additional incentive for businesses currently based elsewhere looking to invest in the city.

7.1.3 The ESIF programme will make a significant contribution towards delivering the outcomes of the Council's Jobs & Growth Strategy 2014-2017.

7.1.4 The Low Carbon Programme will reduce operating costs and encourage businesses to grow by helping to reduce energy bills, as well as providing infrastructure to improve the sustainability of the city centre such as the extension of the district heating network and new electric vehicle charging points. These activities will contribute towards the carbon reductions commitments within the Climate Change Strategy 2012.

7.1.5 The Youth Enterprise Initiative will help young people move into employment who may otherwise have struggled, and the project will include some of Coventry's most vulnerable young people in its target groups.

7.1.6 Overall the ESIF projects aim to make a strong contribution to the Council's aims to promote the growth of sustainable Coventry economy.

7.2 How is risk being managed?

7.2.1 The Council will act as accountable body for a total £19.57m of ESIF funding from the first round applications, and it will be responsible for ensuring that the funding is spent in compliance with the programme's regulations, and this will include ensuring that partners use their grant correctly.

7.2.2 Managing these complex programmes with several partners does present some risk, but the Council has a good track record for maintaining and achieving significant financial controls and well established procedures for handling public funds and these will be applied to the ESIF projects in order to ensure that the best possible value is achieved for the EU's investment in the schemes. Risk will be managed using the following approach:

- i. **Grant Aid Agreements** will be issued to partners which will pass on the risk of any funding claw back to partners in the event of non-compliance on their part.
- ii. **Each project will establish an Operational Group of management-level representatives** from each of the delivery partners. These groups will be chaired by Council officers and will manage risk by ensuring that partners are on course to achieve their output targets and are keeping records correctly etc.
- iii. In addition **each project will be overseen by a Strategic Board** with senior representatives of each organisation, again chaired by the appropriate senior manager from the Council.
- iv. The accountable body function will be completed the Council's Resources and New Projects Team (RNP) within the Place Directorate. This is **a specialist function which is responsible for managing large economic development funding contracts**. The team has a great deal of experience in this area and is currently managing funds worth £100m+ and is highly regarded by the Government's Local Growth Team. The External Funding Board, which is chaired by Barry Hastie, Assistant Director (Financial Management) also oversees the performance of the various economic development programme. The **Economy & Jobs Team will be the specialist service delivering the employment, skills and business support services** from within the Council. With an enviable track record in delivery and into its second Job & Growth Strategy both these services are highly competent in dealing with European Funds.

- v. ***All of the grant funding awards to businesses from the programme will be considered by the CWLEP Grants Panel***, chaired by a Council representative and including representation from Warwickshire County Council, Districts and Boroughs, the Chamber of Commerce and the Growth Hub. This group reduces risk to the Council by ensuring that grant awards are made independently and fairly.

7.3 What is the impact on the organisation?

7.4 HR Implications

- 7.4.1 To ensure successful delivery of these large projects and the Council's ability to provide an adequate accountable body function, additional staff resources may be required. Some staff are already in place for the existing externally-funded projects. Any new staff will be recruited on temporary fixed term basis.

7.5 Equalities / EIA

- 7.5.1 The ESIF projects are likely to have a positive equalities impact. Many of the interventions are designed to assist people from groups which may otherwise struggle to access support. For example, in the SME Growth Programme, the Highlife Centre will run a service designed to help Black and Minority Ethnic people start new businesses. Similarly the Youth Enterprise Initiative: Ambition Coventry will aim to work with young people who are likely to have the greatest difficulties staying in education or entering the job market, those with convictions, minority ethnic groups, newly arrived, people with learning difficulties, disabilities or mental health difficulties and young parents.

7.6 Implications for (or impact on) the environment

- 7.6.1 Some of the projects will have a positive environmental impact, particularly the Low Carbon Business and Low Carbon Innovations which have been established specifically in order to help businesses reduce their energy bills and to provide low carbon infrastructure such as electric vehicle charging points. Efforts will be made to ensure that the other projects minimise any negative environmental impacts by encouraging project staff to use public transport and keep electronic records where possible.

7.7 Implications for partner organisations?

- 7.7.1 Securing this ESIF funding will allow the Council to part-fund the activities of a large number of important partner organisations working in business support and with disadvantaged young people. Funding will be passed on to partner organisations through these projects, giving them focused funding for a three year period to deliver significant and aligned outcomes for residents and businesses in Coventry & Warwickshire.

Report authors:**Name and job title:**

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Place

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Director: Martin Yardley	Executive Director Place	Place	20/10/15	21/10/15
Members: Councillor Kevin Maton	Cabinet Member - Business, Enterprise & Employment	-	27/10/15	

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings



Public report Cabinet Report

Cabinet

26 November 2015

Name of Cabinet Member:

Cabinet Member for Policy and Leadership, Councillor Mrs Lucas

Director Approving Submission of the report:

Executive Director Place

Ward(s) affected:

All

Title:

Establishment of and Appointment of Directors to West Midlands Rail Limited

Is this a key decision?

Yes – It is anticipated that the proposals within the report would result in a significant impact on residents and/or businesses across the whole of the City.

Executive Summary:

The purpose of this report is to approve the proposed governance arrangements for the development and oversight of the West Midlands Rail Franchise through West Midlands Rail Limited (WMR Ltd) and to approve the Council's membership of WMR Ltd and the appointment of Directors to the board of WMR Ltd.

WMR Ltd will be an arms-length company that will work with Government and the Department of Transport (DfT) to specify the contract for the operation of the West Midlands Rail network, which is proposed to be a variant of the current London Midland network that will be split into different business units. This will provide local influence over issues like the specification of rail service frequencies, destinations, fares and integration of rail ticketing with other public transport ticketing and staffing at stations.

WMR Ltd will not be responsible for letting the West Midlands Rail Franchise contract, but will have roles and responsibilities alongside DfT for the development and management oversight of it. WMR Ltd therefore will not be subject to direct financial risks arising from the resulting contract with the train operating company. Additionally it will not be responsible for the day to day operation of the train services, which would be undertaken by the train operating company.

The establishment of WMR Ltd is highly likely to happen irrespective of whether Coventry becomes a member or not. The West Midlands Integrated Transport Authority will become a member. If Coventry does not join it will not have the opportunity to gain a level of formal influence on specification of rail services in the West Midlands, which it does not currently benefit from. If Coventry joins it will gain direct influence and the ability to the franchise holder to account for their performance. Whether Coventry is a member or not, the level of control which members of public perceive it has over the rail industry would be unlikely to change, and in the

future as now, a train operating company would be responsible for delivering services, managing staff and day to day operation.

Recommendations:

1. Approve the proposed governance arrangements set out in this report for the development and oversight of the West Midlands Rail Ltd, established as a company limited by guarantee with a Board of Directors appointed from each of the constituent partner authorities for the purpose of providing local democratic strategic guidance for the specification of the new West Midlands rail franchise being let by the Department for Transport (DfT) during 2017.
2. Approve Coventry City Council joining West Midlands Rail Ltd as an Associate member.
3. Approve the appointment by the Council of the Cabinet Member for Policy and Leadership as a principal director on the Board of West Midlands Rail Ltd and the Deputy Cabinet Member for Business, Enterprise and Employment (Transportation) as their substitute director on that Board.
4. Authorise the Executive Director of Resources or his nominee to agree and enter into or execute such documents as are necessary to give effect to these decisions.
5. To note that it is intended that West Midlands Rail Ltd will in due course enter into a formal partnership agreement with the DfT that will set out the rights and obligations of West Midlands Rail Ltd in relation to the award of the new West Midlands Rail Franchise and related matters, and that:
 - a) the agreement will require approval by a 75% vote of West Midlands Rail Ltd's members and will be the subject of a future report to Cabinet/Council; and
 - b) any West Midlands Rail Ltd member may resign its membership of West Midlands Rail Ltd at any time, including where the member does not approve the terms of any such agreement.

List of Appendices included:

Appendix A - West Midlands Rail Schematic Map

Appendix B - Summary of West Midlands Rail Ltd Articles of Association

Appendix C - West Midlands Rail Ltd Articles of Association

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: Establishment of and Appointment of Directors to West Midlands Rail Limited

1. Context (or background)

- 1.1 To date there has been limited local influence on the provision of rail services. This has led to a disjoint between local transport provision and rail service provision, for example in the way stations are operated or fares policies are set. This has been a concern because whilst rail is a relatively small proportion of mode share, rail use is growing fast and it has been shown to have a very significant impact on the economic activity and regeneration.
- 1.2 As a consequence, over the last 2 to 3 years a group of Local Authorities from across the Midlands have come together to seek greater influence and management over the West Midlands local rail network. This was initially being done through informal working groups of Members and Officers, working through a Regional Rail Forum and more recently through a Leader's Rail Group, comprising Leaders from 14 Shire and Metropolitan Authorities and supported by Centro.
- 1.3 The most significant opportunity to influence rail services provision and quality in the current model of privatised railway operation is when service franchises are re-let. Two major franchises – West Coast Mainline (Virgin Trains) and London Midland – are due to be re-let in late 2017 and Government procurement work for these has now started. The initial objective for an improved West Midlands rail network has been to directly influence this process in a meaningful and tangible way.
- 1.4 In response to these aspirations the Secretary of State for Transport has made a commitment to work with Partner Authorities and the process for the letting of a new West Midlands Rail Franchise is now underway, and is already being developed with the Partner Authorities.
- 1.5 **Proposed West Midlands Rail Franchise**
 - 1.5.1 It is expected that the existing London Midland franchise will be split into two business units early in the new franchise term. One of these will be for the West Midlands local rail network of services, and the other those operated predominantly on the West Coast Main Line.
 - 1.5.2 Some important local routes, in particular on the Birmingham – Stafford and Birmingham – Coventry – Northampton routes will be operated by the West Coast Main Line business unit, and Partner Authorities are also expecting to be able to contribute to the specification and management of these services. However, it is clear that because of the significant interfaces with other franchise service groups, for example with services into London from the North the level of influence will be more limited.
 - 1.5.3 The franchise will be let by the DfT and as such, financial and contractual risk will initially remain with central government. However, it is a longer term aspiration of the Partner Authorities that future rail franchises could be entirely devolved to local control, as is the case on Merseyside. It is expected that during the next franchise term, the options for increased devolution with transfer of funding and powers will be explored. However, any such increased devolution direct to Partner Authorities would require the further approval of the Partner Authorities and any changes to WMR Ltd's partnership agreement with the DfT would require the approval of a 75% majority of WMR Ltd members.

1.5.4 The proposition that Partner Authorities have agreed with DfT for rail devolution in the West Midlands includes the following features:

- The existing London Midland franchise will split into two business units after the West Midlands Rail Franchise is let in 2017; a West Midlands Rail Local Business Unit and a West Coast Business Unit (see map in **Appendix A**).
- The specification of the West Midlands Rail Franchise will be led by the DfT, with Partner Authorities having a strong involvement, including staff from West Midlands Passenger Transport Executive (Centro) on behalf of the West Midlands Integrated Transport Authority (WMids ITA) and some Partner Authority and/or Centro staff being seconded to work alongside the DfT's team on behalf of the Partner Authorities and WMR Ltd. Following franchise award, it is expected that WMR Ltd will jointly manage the franchise in partnership with the DfT. This will allow WMR Ltd to develop experience and capability in readiness for future full devolution.
- As a formal rail industry stakeholder Partner Authorities, via WMR Ltd, will also have some influence over the specification of franchises that provide core services through the region when they are retendered.

1.6 Governance of West Midlands Rail

1.6.1 In order for Partner Authorities to be active partners in the future management of the West Midlands Rail Franchise, the DfT requires that an appropriate governance framework is in place. This is expected to involve all Shire, Unitary and Metropolitan authorities, including the WMids ITA in the West Midlands Travel to Work Area. Partner Authorities expected to participate in WMR are shown in Table 1, below:

Metropolitan Authorities	Shire and Unitary Authorities
Birmingham City Council	Herefordshire Council
Coventry City Council	Northamptonshire County Council
Dudley Metropolitan Borough Council	Shropshire Council
Sandwell Metropolitan Borough Council	Staffordshire County Council
Solihull Metropolitan Borough Council	Telford and Wrekin Council
Walsall Metropolitan Borough Council	Warwickshire County Council
Wolverhampton City Council	Worcestershire County Council
West Midlands Integrated Transport Authority	

Table 1 WMR Partner Authorities

1.6.2 The creation of a separate body with the purpose of engaging with DfT on the letting of the West Midlands Rail Franchise, and subsequently participating in the management of the Franchise, has been identified by DfT and the Leaders Rail Group as the preferred vehicle for providing strong governance.

1.6.3 No appropriate existing bodies or joint committees could be identified which adequately reflected the geography for the relevant local rail services, which incorporates a broad and disparate group of local authorities from across the East and West Midlands. The expedient approach acceptable to the Department for Transport was to set up a company limited by guarantee, owned by the Partner Authorities, as addressed by this report. This has advantages over a Joint Committee in terms of being ready for any future potential contracting role within the franchise re-letting process.

1.6.4 A formal Partnership Agreement is to be negotiated between WMR Ltd and DfT which will govern the relationship between the two organisations, and will set out the rights and obligations of both parties.

1.6.5 The Partnership will have two distinct phases of development:

- Phase 1: The period between now and the commencement of the new West Midlands Rail Franchise in 2017, during which WMR Ltd and DfT will work collaboratively on the franchise design and procurement processes although the Secretary of State for Transport will retain responsibility for letting the franchise; and
- Phase 2: The period following the commencement of the new West Midlands Rail Franchise, during which it is expected that the relationship between WMR and DfT will develop into a clearly governed partnership for managing the franchise.

1.6.6 The principles that the governance is designed to achieve include:

- Effective, inclusive and transparent decision making between partner authorities
- Democratic accountability
- Robust financial management for aspects of the contract managed on behalf of DfT.

1.6.7 To achieve delivery of these principles the governance structure is proposed to be as follows:

- a) Each of the Partner Authorities will become a member of WMR Ltd. A 75% vote of the members will be required to admit any further members.
- b) Strategic guidance and local democratic accountability will be provided by the Board of Directors of WMR Ltd which will take all decisions on behalf of WMR Ltd not reserved to WMR Ltd's members. The Board will be formed of the Leaders or other senior representative appointed by each of the seven constituent councils of the WMids ITA and each of the seven Shire and Unitary Partner Authorities, or in their absence by substitute directors appointed by each of those authorities. Each Director will have one vote at Board meetings and decisions can also be taken in writing (including by e-mail).
- c) In addition to Board approval, a 75% vote of the WMR Ltd members will be required for any agreement involving WMR Ltd in the specification, letting process or management of any rail franchise agreement.
- d) Only Partner Authority members who are local transport authorities for their areas will be entitled to vote at members meetings (including at annual general meetings, if WMR Ltd chooses to have these).
- e) The WMids ITA will have seven votes at member meetings to reflect that it represents seven constituent councils and each Shire and Unitary Partner Authority member will have one vote.
- f) The WMids ITA's constituent councils will join WMR Ltd as Associate Members without an individual vote, because their vote at member meetings would be exercised through the WMids ITA. However, they would exercise individual votes through their representative Board Directors of WMR Ltd on matters that were not reserved for member meetings.
- g) The Partnership Agreement between WMR Ltd and DfT would be held and managed by WMR Ltd.

1.7 **Proposed West Midlands Rail Limited**

1.7.1 WMR Ltd will be a separate body, acting on behalf of the WMids ITA and Metropolitan and Shire / Unitary Partner Authorities and will be a company limited by guarantee.

- 1.7.2 WMR Ltd has already been formally incorporated, set-up by Centro as a dormant company in 2014 in order to preserve the availability of the company name. At the point that Partner Authorities become members of WMR Ltd, Centro will cease to be a member and upon the new directors being appointed the existing sole director will resign.
- 1.7.3 The key objects of WMR Ltd are:
- a. to promote where appropriate the devolution of responsibility for rail passenger services and associated facilities in the West Midlands and Northamptonshire to local transport authorities or other appropriate local authorities or bodies;
 - b. to manage or to assist in managing the performance of rail passenger services operating within the West Midlands and Northamptonshire in-line with the relevant agreements made with WMR Ltd;
 - c. to improve rail passenger services and associated facilities within the West Midlands and Northamptonshire; and
 - d. to develop and oversee the implementation of a long-term strategy for rail passenger services in the West Midlands and Northamptonshire as approved by the Members.
- 1.7.4 The rights of Partner Authorities to be consulted by the Secretary of State about the specification for rail franchises is unaffected by the existence of WMR Ltd and will remain. Similarly, powers to procure incremental service improvements from the train operator will also remain, as at present. WMR Ltd is intended to provide Partner Authorities with a powerful further influence by providing a united, collegiate voice at the heart of franchise specification and management.
- 1.7.5 The longer term role of WMR Ltd in specifying and managing the West Midlands Rail Franchise will be governed by a formal partnership agreement with the DfT which will require agreement by a 75% vote of WMR Ltd members. Each subsequent phase of devolution is expected to require a separate agreement with the DfT or changes to the initial partnership agreement, and any such agreements or changes will also require such approval by members, as well as the approval of the Board.
- 1.8 WMR Ltd Board of Directors**
- 1.8.1 Following approval of the governance arrangements set out in this Report the Partner Authorities formally joining WMR Ltd will in effect become the Board.
- 1.8.2 Each Partner Authority (other than the WMids ITA) will be represented on the Board by a principal director or (in the absence of the principal director) a substitute director appointed by that Partner Authority. The WMids ITA will in effect be represented on the Board by the appointees of the WMids ITA's constituent Councils, as appointed by each constituent Council. Each Director will have one vote at Board meetings.
- 1.8.3 Initially the Board of WMR Ltd are to be responsible for determining the desired strategic direction for the specification of the new West Midlands Rail Franchise. Going forward, and subject to the further agreement of each Partner Authority, the Board will oversee strategic policy matters in respect of the envisaged partnership agreement between WMR Ltd and the DfT.
- 1.8.4 The Board is expected to meet at least quarterly.
- 1.9 West Midlands Rail Limited Articles of Association**

- 1.9.1 A summary of the provisions of the WMR Ltd Articles of Association are attached as Appendix B and a copy of the Articles is attached as Appendix C.

1.10 Administrative Arrangements

- 1.10.1 Administrative support for WMR Ltd and the Board of Directors of WMR Ltd will be provided by Centro.

2. Options considered and recommended proposal

- 2.1 There has been detailed discussion at length with the Department of Transport around options to increase local influence on rail services in the West Midlands. Initially these centred on a model where the franchise would be entirely procured and managed locally using funding devolved from central Government. As an option this was discounted by the Secretary of State and instead the arrangement set out in this report is the only option for change available to the area.
- 2.2 It would be possible for Coventry not to join the West Midlands Rail Ltd, in which case the other 14 authorities involved would be likely to continue to pursue the proposals. However, Coventry's lack of involvement would undermine the integrity of the arguments for local devolution from central Government and require an alternative proposal to be identified that enabled the WMids ITA to participate, but for Coventry City Council (a constituent member of the WMids ITA) to not participate. Any such discussion is likely to take time, which may well prejudice the ability to engage fully in the most immediate opportunity to influence the West Midlands Rail Franchise specification.
- 2.3 Without involvement in West Midlands Rail Ltd, or a body substantively similar, Coventry's ability to influence the rail industry will remain similar to how it has been in the last 10-15 years or more. This period has seen Coventry's rail needs and the materialisation in Coventry of some of the highest rail patronage growth in the UK largely overlooked by the rail industry. More recently some progress has been made with future rail planning, with the importance of reinstating direct Coventry-Leicester services starting to be recognised in the long term planning process. However, on-going issues with industry planning and delivery to support local investment in Coventry-Nuneaton services highlights the challenges which arise from having no formal influence over the rail industry or ability to hold organisations to account.
- 2.4 There is significant further benefit to progressing Coventry's aspirations for improved rail connectivity to be gained from formally increasing levels of meaningful influence in rail industry planning and delivery.
- 2.5 Membership of West Midlands Rail Limited is recommended because it can only assist this, with no material negative implications at this stage. Decisions on the future role of West Midlands Rail Ltd in the direct letting of contracts, or other key decisions which could have significant implications, would be subject to further Cabinet and/or Council approval, as appropriate. In such an event, Coventry would have the opportunity to leave West Midlands Rail Ltd if it did not wish to participate further.

3. Results of consultation undertaken

- 3.1 A consultation will be undertaken jointly with DfT commencing in December 2015 on the franchise specification. No other specific public consultation has been undertaken on the proposals for West Midlands Rail.

- 3.2 Leaders, or their delegates, of the Authorities involved have been consulted on the development of the proposals through the Leaders Rail Group and for Coventry through the WMids ITA.

4. Timetable for implementing this decision

- 4.1 The first meeting of the new Board of Directors is proposed to take place on 4 December 2015, subject to the Partner Authorities having by then applied to join WMR Ltd and having formally appointed their Leaders and/or other chosen nominees to the Board of Directors.
- 4.2 The main milestones going forward are shown in Table 2 below:

Issue OJEU/PQQ	December 2015
Public Consultation	Winter 2015 / Spring 2016
Publish ITT	July 2016
Contract Award	June 2017
Commence Service	October 2017

Table 2 West Midlands Franchise Key Milestones

5. Comments from Executive Director of Resources

5.1 Financial implications

As previously agreed by Leader Rail Group and as applied for 2015/16, funding for WMR is divided between Metropolitan districts (75%) and Shire/Unitary authorities (25%). For Metropolitan districts this funding is provided through the Centro levy. For Shire/Unitary authorities, the 25% balance is divided equally amongst the seven Partners.

Future funding requirements will be agreed by the WMR Ltd Board of Directors, and will be divided as described above.

For the remainder of the franchise competition period, the agreed budget for 2015/16 and anticipated costs for the following two years are shown in table 3, below:

Description	2015/16	2016/17	2017/18 (7 Months)
1. Franchise Specification	£220,000	£100,000	£0
2. DfT/WMR Agreements	£25,000	£15,000	£15,000
3. WMR Governance and Admin	£5,000	£85,000	£80,000
4. Project/Programme Support	£135,500	£136,000	£95,000
5. Contingency (10%)	£38,550	£33,600	£19,000
Total	£424,050	£369,600	£209,000

Although it is yet to be confirmed, it is anticipated that costs for the Met Districts after 2015/16 and in the run-up to the commencement of the franchise will continue to be met through the Centro Levy. Currently proposals are being developed by Centro to meet their targets for continuing to reduce the levy and these will be considered by the WMids ITA in due course. Therefore it is not expected that Coventry City Council will have to pay an increased Centro levy as a result of this proposal, although this will not be confirmed until the levy for future years is agreed.

After the commencement of the West Midlands franchise in October 2017, the current assumption is that most WMR operating costs will be met by the DfT, and that the requirement for direct Partner Authority financial contributions should be very modest.

In the event that any Partner Authority were to resign from WMR Ltd. in accordance with, the resigning member would be expected to honour its funding commitments for the duration of the applicable financial year

5.2 Legal implications

The Council has the power to join WMR Ltd and to appoint a director and substitute director to its Board of Directors under its general power of competence under section 1 of the Localism Act 2011. As a company limited by guarantee, WMR Ltd will need to operate in accordance with the Companies Act 2006 and any other relevant legislation.

Members should be clear that because the City Council is not a local transport authority, it will only have voting rights through the Director it appoints in its role as a member of the WMids ITA. As an Associate Member, it will have no voting rights.

6. Other implications

6.1 How will this contribute to the Council's priorities?

<http://www.coventry.gov.uk/councilplan>

Coventry has invested heavily in rail improvements by building a new local station at the Arena and in pursuing a major upgrade to Coventry Station. Membership of West Midlands Rail Ltd would provide a further opportunity to influence investment in the rail services and network serving Coventry, so helping support Coventry's economic regeneration.

6.2 How is risk being managed?

A risk workshop involving Partner Authorities was held in July 2015 resulting in the compilation of a comprehensive risk register. WMR project risk is monitored and managed monthly through the WMR Programme Board and Officers' Rail Devolution Group.

No financial or contractual risk for the West Midlands franchise will be held by WMR Ltd or its member authorities. These risks will remain with the DfT for the next franchise term. Any future change to the apportionment of risk as part of proposals for further devolution will be subject to separate agreement by individual Partner Authorities.

Financial liability for each member in the event of WMR Ltd being wound up through insolvency is limited to £1.

6.3 What is the impact on the organisation?

Beyond any attending meetings of WMR Ltd there are no direct impacts on the organisation.

6.4 Equalities / EIA

No implications arising directly from this report.

6.5 Implications for (or impact on) the environment

No implications arising directly from this report.

6.6 Implications for partner organisations?

Coventry's main partner organisations impacted by the proposal are Warwickshire County Council and the other Metropolitan Districts, all of whom are taking similar reports to this through their respective approval processes with a recommendation to join West Midlands Rail Ltd.

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Place

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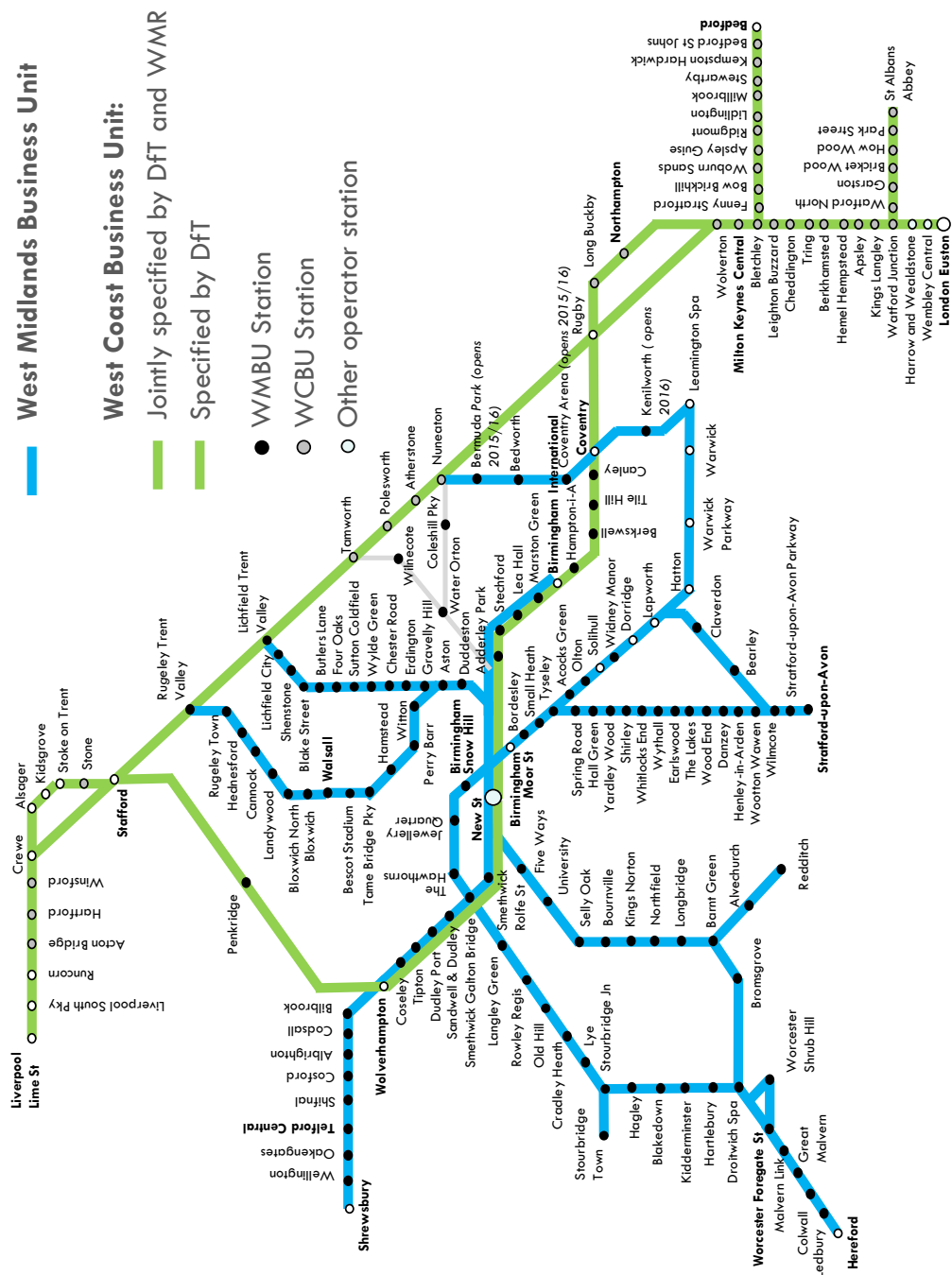
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Colin Knight	Assistant Director, PTH	Place	22/10/15	23/10/15
Lara Knight	Governance Services Co-ordinator	Resources	24/10/15	26/10/15
Other members				
Cllr McNicholas	Lead Member for Transport	Coventry City Council	4/10/11	10/11/15
Cllr Maton	Cabinet Member for Business Enterprise and Employment	Coventry City Council	4/10/11	10/11/15
Chris West	Executive Director	Resources	20/10/15	20/10/15
Names of approvers for submission: (officers and members)				
Finance: Graham Clark	Lead Accountant	Resources	20/10/15	22/10/15
Legal: Carol Bradford	Lawyer	Resources	20/10/15	22/10/15
Director: Martin Yardley	Executive Director	Place	26/10/15	27/10/15
Members: Cllr Mrs Lucas			4/10/11	10/11/15

This report is published on the council's website:

www.coventry.gov.uk/meetings

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Appendix B

Summary of WMR Ltd Articles of Association

Introduction

1. The Articles of Association of WMR Ltd (the Company) are derived from the model articles of association for companies limited by guarantee contained in Regulations made pursuant to the Companies Act 2006 but incorporating changes that are typically made to those model articles to clarify or to add to them and changes reflecting the proposed specific objects and bespoke governance arrangements developed by the WMR governance workstream group.

Objects and Powers

2. The objects of the Company (article 2) are limited to activities relating to the devolution of West Midlands rail services as described in the main body of this Report. The powers of the Company (article 3) are mostly generic powers enabling the Company to do all necessary things in pursuance of its stated objects.

Application of Income, Winding Up and Members' Liability

3. Any income/monies held by the Company are to be applied to promote the Company's objects and not returned to members except where the Company is formally wound up (in which case members share in accordance with their voting rights) (articles 4 and 5).
4. In the event of an insolvent winding up each member's liability is limited to £1 (article 6) and the position under applicable company law is that no member assumes any further liability in respect of the Company merely as a result of being a member (e.g. not including where they have otherwise agreed to assume such liability pursuant to a separate funding agreement).

Board of Directors

5. The Company's Board of Directors will be appointed by each member authority (other than the WMids ITA) appointing a principal director and a substitute director to represent them (the substitute director only being entitled to vote in the absence of the principal director) (article 22). This right for member authorities to appoint directors could be amended in circumstances where the members agree by a 75% majority vote to the admission of a further member authority (for example as a result the creation of a combined authority with more than seven constituent authorities) and any changes to this right will also require a 75% majority vote.
6. A director may be removed by the appointing member authority and will cease to be a director in various specified circumstances, including where the director resigns, is an elected member of the appointing authority and ceases to be an elected member, or the appointing authority resigns its membership of the Company (articles 22 and 23).
7. The chair of the Board will be selected annually by the Board but the position must alternate between a director appointed by an WMids ITA constituent council and a director appointed by a shire council or unitary authority (with the vice chair for the time being selected from the other category of directors) (article 17).
8. Each director will have one vote at Board meetings and the chair will not have a casting vote (articles 12 and 17.4).

9. The quorum for Board meetings shall be a majority of directors (not counting substitute directors) (article 16).
10. Board meetings must be held at least four times per year and additional meetings may be called by any director (article 14).
11. Non-directors may be invited to Board meetings on a non-voting basis (article 11).
12. The Board will generally make all decisions on behalf of the Company and be responsible for the management of the Company except that:
 - a) the Company's members may by a special resolution (i.e. a 75% vote) direct the Board to take any specified action; and
 - b) any agreement between the Company and the Secretary of State for Transport relating to rail franchising (and any substantial amendment to any such agreement) will also require approval by such a special resolution (articles 7 and 8).

It is intended that further member approval rights will be considered in the light of the terms of the final agreement with the Secretary of State and the consequences on the decisions that it will be open to the Company to make. Those approval rights would either be incorporated into article 8.3 or in a separate agreement between the member authorities, which it is expected would also deal with funding issues.

13. The Board may delegate their powers (e.g. to a committee or to an employee or secondee acting for the Company) (articles 9 and 10).
14. Directors may participate at Board meetings by conference call/telephone (article 15). Board decisions can also be made by e-mail where a resolution is circulated to all Directors and approved by a majority of them within the timescale proposed with the resolution (with substitute directors counting and being entitled to vote only where the relevant principal directors have not indicated either agreement or disagreement to the resolution within the required timescale) (article 13).
15. Directors may authorise a conflict of interest relating to a director, but where the conflict relates to a personal financial interest it must also be authorised by ordinary resolution (i.e. majority vote) of the Company's members. A director may not vote on the authorisation of their own conflict of interest and any voting rights in relation to the relevant matter following authorisation of the conflict will depend on the terms of the authorisation decided on by the directors. (Article 18)
16. However, no conflict authorisation is required by reason of a director being a member or officer of a member authority and a director may provide his or her appointing authority with such information about the Company's activities as he or she sees fit (article 18.1).
17. Directors who are members of a member authority will not be entitled to receive any remuneration for acting as a director and any expenses payable will be limited by the relevant Local Government Act requirements (articles 25.3 and 26.2).

Membership

18. Membership of the Company is divided into two categories – members who are local transport authorities (as defined in section 108 of the Transport Act 2008) (LTA Members) and those who are not (Associate Members). Unless approved by special resolution of the members, only the WMids ITA, the WMids ITA's constituent councils and the other shire/unitary Partner Authorities may be admitted to membership (articles 28 and 29).

Where further and different categories of members are approved by special resolution it may then be appropriate to amend the Articles of Association to adjust voting and director appointment rights, which could also be done by special resolution of the members.

19. Standard provisions are included regarding the calling and holding of a general meeting of members, the quorum for which is members holding a majority of the voting rights (articles 32 to 37 and 39 to 42). No requirement is included for the Company to hold annual general meetings, but the Directors may choose to convene these.
20. Members authorities would attend members meetings by resolving to authorise a representative to exercise their rights at the meetings (article 40).
21. Decisions at general meetings may be taken on a show of hands if unanimous and no one requires a poll vote, but will otherwise require a poll vote. On a poll vote only LTA Members will have a vote and the WMids ITA will have one vote for each of its constituent councils, i.e. 7 votes in total and the other local transport authority members would have one vote each (articles 38 and 39). The proposed provision for a successor to the WMids ITA (i.e. a combined authority) to have one vote for each constituent council for whose area it is the local transport authority is subject to further review in the light of the expected make-up of the combined authority that is proposed to succeed the WMids ITA.
22. It would be possible for the WMids ITA or a successor combined authority to cast some of its votes for and some of its votes against a resolution if that were agreed by the constituent council leaders (sitting as the WMids ITA /combined authority). However, under applicable company law, all of those votes would need to be cast by one representative acting for the WMids ITA/combined authority (even though the authority would be able to appoint more than one representative to attend a general meeting if it wished to do so).
23. The chair of a general meeting is prohibited by law from exercising a casting vote (article 38.4).
24. There is an exception to the non-voting status of an Associate Member to allow such a member to vote on and to defeat any resolution under the Companies Act to remove a director it has appointed (article 38.3).
25. Any member may terminate its membership of the Company on 7 days notice at any time (article 30.1). Provision is made for expelling members who are not local authorities (should such members be admitted with the consent of the members) where their conduct is considered likely to have an adverse effect on the Company (article 31).
26. Provision is also made for membership changes arising from the proposed combined authority that is expected to succeed the WMids ITA and for other potential changes. In particular, provision is made for the WMids ITA's membership to be capable of transferring to a successor Combined Authority (article 30.2), for an LTA Member ceasing to be a local transport authority and thereby becoming a non-voting Associate Member (article 30.3) and for the Combined Authority then to have one vote for each constituent council for whose area it is the local transport authority (article 38.2). Depending on the number of such constituent councils and the number of other LTA members, this could result the Combined Authority having a majority of votes at members' meetings and it's constituent councils between them also appointing a majority of the Directors.

Miscellaneous

Standard articles are included regarding company notices, use of a common seal and the right of Directors to be indemnified from the Company's assets (where it has assets) in respect of liabilities properly incurred as Directors and/or to insure against such liabilities (articles, 43, 44

and 46). In addition, reference is included to the applicability of transparency/information requirements applicable to the Company under the Local Authorities (Companies) Order 1995 (article 45)

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

WEST MIDLANDS RAIL LIMITED (the "Company")

(Adopted by special resolution passed on [INSERT DATE])

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PART 1 – OBJECTS, POWERS AND INTRODUCTORY PROVISIONS

1 Interpretation

1.1 In these Articles, unless the context otherwise requires:

Act: means the Companies Act 2006;

Articles: means the Company's articles of association for the time being in force;

Associate Member: has the meaning given in article 28.1(b);

bankruptcy: includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

Business Day: means any day (other than a Saturday, Sunday or public holiday in the United Kingdom) on which clearing banks in the City of London are generally open for business;

Companies Acts: means the Companies Acts (as defined in section 2 of the Act), in so far as they apply to the Company;

Conflict: means a situation in which a Director has or can have, a direct or indirect interest that conflicts or possibly may conflict, with the interests of the Company;

Director: means a director of the Company, and includes any Principal Director and Substitute Director and any other person occupying the position of director of the Company, by whatever name called;

document: includes, unless otherwise specified, any document sent or supplied in electronic form;

electronic form: has the meaning given in section 1168 of the Act;

Eligible Director: means a Director who would be entitled to vote on the matter at a Directors' meeting (but excluding in relation to the authorisation of a Conflict pursuant to article 18, any Director whose vote is not to be counted in respect of the particular matter);

ITA: means the West Midlands Integrated Transport Authority;

local transport authority: has the meaning given in section 108 of the Transport Act 2000;

LTA Member: has the meaning given in article 28.1(a);

Member: means a member of the Company being either an LTA Member or an Associate Member;

Model Articles: means the model articles for private companies limited by guarantee contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended prior to the date of adoption of these Articles;

Northamptonshire: means the shire county known as Northamptonshire;

Objects: means the objects set out in article 2;

ordinary resolution: has the meaning given in section 282 of the Act;

participate: (in relation to a Directors' meeting) has the meaning given in article 15;

Principal Director: has the meaning given in article 22.1;

proxy notice: has the meaning given in article 41;

special resolution: has the meaning given in section 283 of the Act;

subsidiary: has the meaning given in section 1159 of the Act;

Substitute Director: has the meaning given in article 22.1;

West Midlands: means the West Midlands metropolitan county and the shire counties of Herefordshire, Shropshire, Staffordshire (excluding the area for which Stoke-on-Trent City Council is the local transport authority), Warwickshire and Worcestershire; and

writing: means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

- 1.2 Unless the context otherwise requires and save as otherwise specifically provided in these Articles, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.
- 1.3 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.
- 1.4 A reference in these Articles to an "article" is a reference to the relevant article of these Articles unless expressly provided otherwise.
- 1.5 Unless expressly provided otherwise, a reference to a statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time, taking account of:
 - (a) any subordinate legislation from time to time made under it; and
 - (b) any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts.
- 1.6 Any phrase introduced by the terms "including", "include", "in particular" or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.
- 1.7 The Model Articles shall not apply to the Company.

2 Objects

2.1 The Company's objects are restricted to the following:

- (a) to promote the devolution of responsibility for rail passenger services and (where appropriate) associated facilities in the West Midlands and Northamptonshire to local transport authorities or other appropriate local authorities or other bodies within that area (acting through the Company);
- (b) to manage or to assist in managing the performance of rail passenger services operating within the West Midlands and Northamptonshire pursuant to rail franchise agreements or other similar agreements;
- (c) to improve rail passenger services and associated facilities within the West Midlands and Northamptonshire; and
- (d) to develop and oversee the implementation of a long-term strategy for rail passenger services in the West Midlands and Northamptonshire as approved by the Members.

3 Powers

3.1 In pursuance of the Objects, the Company has the power to:

- (a) enter into arrangements and/or agreements with the Secretary of State for Transport in relation to the provision of rail passenger services in the West Midlands and Northamptonshire and adjacent areas pursuant to rail franchises awarded by him or her;
- (b) enter into contracts for the provision of rail passenger services and associated facilities in the West Midlands and Northamptonshire (and outside of that area where associated with the provision of those services and facilities within that area);
- (c) enter into any other contracts to procure or to provide services of any kind (including on behalf of other bodies);
- (d) buy, lease or otherwise acquire and deal with any property real or personal and any rights or privileges of any kind over or in respect of any property real or personal and to improve, manage, develop, construct, repair, sell, lease, mortgage, charge, surrender or dispose of or otherwise deal with all or any part of such property and any and all rights of the Company;
- (e) borrow and raise money in such manner as the Directors shall think fit and secure the repayment of any money borrowed, raised or owing by mortgage, charge, lien or other security on the Company's property and assets;
- (f) invest and deal with the funds of the Company not immediately required for its operations in or upon such investments, securities or property as may be thought fit;
- (g) subscribe for, take, buy or otherwise acquire, hold, sell, deal with and dispose of, place and underwrite shares, stocks, debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any government or authority in any part of the world;
- (h) lend and advance money or give credit on such terms as may seem expedient and with or without security to customers and others, to enter into guarantees, contracts of indemnity and suretyships of all kinds to receive

money on deposit or loan upon such terms as the Company may approve and to secure or guarantee the payment of any sums of money or the performance of any obligation by any company, firm or person including any holding company or subsidiary;

- (i) lobby, advertise, publish, educate, examine, research and survey in respect of all matters of law, regulation, economics, accounting, governance, politics and/or other issues and to hold meetings, events and other procedures and co-operate with or assist any other body or organisation in each case in such way or by such means as may, in the opinion of the Directors, affect or advance the Objects;
- (j) pay all or any expenses incurred in connection with the promotion, formation and incorporation of the Company and to contract with any person, firm or company to pay the same;
- (k) provide and assist in the provision of money, materials or other help;.
- (l) open and operate bank accounts and other facilities for banking and draw, accept, endorse, issue or execute promissory notes, bills of exchange, cheques and other instruments;
- (m) incorporate subsidiary companies to carry on any trade; and
- (n) do all such other lawful things as are, in the opinion of the Directors, incidental or conducive to the pursuit or to the attainment of any of the Objects.

4 Income

- 4.1 Subject to article 5, the income and property of the Company shall be applied solely in promoting the Objects.
- 4.2 Subject to article 5, no dividends or bonus may be paid or capital otherwise returned to the Members, provided that this article 4 shall not prevent any payment by the Company of:
 - (a) remuneration or expenses to Directors in accordance with articles 25 and 26;
 - (b) reasonable and proper remuneration and/or expenses to any other officer or servant of the Company for any services rendered to the Company or in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company;
 - (c) any interest on money lent by any Member at a reasonable and proper rate; or
 - (d) reasonable and proper rent for premises demised or let by any Member.

5 Winding Up

- 5.1 On the winding-up or dissolution of the Company, any assets or property that remains available to be distributed or paid, shall be distributed or paid to the Members for the time being in proportion to their voting rights on a poll at general meetings of the Company (disregarding voting rights resulting from the application of article 38.3).

6 Guarantee

- 6.1 The liability of each Member is limited to £1, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member or within one year after he ceases to be a Member, for:
- (a) payment of the Company's debts and liabilities contracted before he ceases to be a Member;
 - (b) payment of the costs, charges and expenses of the winding up; and
 - (c) adjustment of the rights of the contributories among themselves.

PART 2 – DIRECTORS’ MEETINGS AND DECISION MAKING

7 Directors’ General Authority

- 7.1 Subject to the Articles (including in particular article 8) and to the provisions of the Act, the Directors are responsible for the management of the Company's business, for which purpose they may exercise all the powers of the Company.

8 Members’ Reserve Power And Approval Rights

- 8.1 The Members may, by special resolution, direct the Directors to take, or refrain from taking, specified action.
- 8.2 No such special resolution invalidates anything which the Directors have done before the passing of the resolution.
- 8.3 The Directors shall ensure that the Company will not do and will not enter into any agreement to do any of the following acts or things without the prior approval of the Members by special resolution:
- (a) enter into a partnership agreement or other formal agreement with the Secretary of State for Transport providing for the involvement of the Company in the specification, letting process or management of any rail franchise agreement; and
 - (b) make any substantial amendment to any such agreement.

9 Directors May Delegate

- 9.1 Subject to the Articles, the Directors may delegate any of the powers which are conferred on them under the Articles:
- (a) to such person or committee;
 - (b) by such means (including by power of attorney);
 - (c) to such an extent;
 - (d) in relation to such matters; and
 - (e) on such terms and conditions;
- as they think fit.

9.2 If the Directors so specify, any such delegation may authorise further delegation of the Directors' powers by any person to whom they are delegated.

9.3 The Directors may revoke any delegation in whole or part, or alter its terms and conditions.

10 Committees

10.1 Committees to which the Directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by Directors.

10.2 The Directors may make rules of procedure for all or any committees, which prevail over rules derived from the Articles if they are not consistent with them.

11 Attendance Of Non-Directors At Directors' Meetings

11.1 The Directors may from time to time invite any persons they think fit to attend Directors' meetings and to speak (but not vote) at those meetings, either in relation to individual meetings or to Directors' meetings generally.

12 Directors To Take Decisions Collectively

12.1 Subject to article 12.3 any decision of the Directors must be either a majority decision at a Directors' meeting or a decision taken in accordance with article 13.

12.2 Subject to article 18 and article 24.3 each Director participating in a Directors' meeting has one vote in respect of decisions proposed to be taken at that meeting.

12.3 If:

(a) there is only one Director for the time being, and

(b) no provision of the Articles requires it to have more than one Director,

then the Director may (for so long as he remains the sole Director) take decisions without regard to any of the provisions of the Articles relating to Directors' decision-making except for the provisions of article 18 and article 8 and any other provision of the Articles requiring Directors' decisions to be approved by the Members.

13 Directors' Written Resolutions And Unanimous Decisions

13.1 Any Director may propose a Directors' written resolution by giving notice in writing, setting out the wording of the proposed resolution and the time limit for adopting it, to each of the other Directors, provided that where the Company has a company secretary a Director may instead require the company secretary to circulate that notice to each of the Directors.

13.2 A Directors' written resolution circulated in accordance with article 13.1 is adopted when a majority of Eligible Directors have signed one or more copies of it and circulated these to all Directors or otherwise indicated their agreement in writing to the resolution to all Directors before the relevant time limit expires.

13.3 For the purposes of article 13.2 a Substitute Director shall not be an Eligible Director and shall not be counted in calculating whether a majority of Eligible Directors have agreed a resolution unless either (1) the Principal Director for whom he or she is a substitute has ceased to be a Director and no replacement has yet been appointed pursuant to article 22.4 or (2):

- (a) the Principal Director for whom he or she is a substitute would be entitled to vote on the relevant matter at a Directors' meeting;
- (b) there would have been no requirement pursuant to article 18.3(c) not to count that vote; and
- (c) that Principal Director does not, within the applicable time limit, sign a copy of the written resolution or indicate in writing either agreement or disagreement to the resolution;

provided in each case that there would have been no requirement pursuant to article 18.3(c) not to count the Substitute Director's vote had the resolution been adopted at a Directors' meeting.

13.4 Where article 13.3 applies the relevant Substitute Director shall be an Eligible Director for the purposes of article 13.2 in place of the Principal Director for whom he or she is a substitute.

13.5 A unanimous decision of the Directors is taken when all Eligible Directors indicate to each other by any means that they share a common view on a matter and may take the form of a resolution in writing, where each Eligible Director has signed one or more copies of it, or to which each Eligible Director has otherwise indicated agreement in writing. For the purposes of this article 13.5 a Substitute Director is not an Eligible Director except in the circumstances set out in article 24.3(e) (in which case the agreement in writing of the Principal Director for whom he or she is a substitute shall not be required for the relevant unanimous decision).

13.6 A decision may not be taken in accordance with this article 13 if the Eligible Directors taking that decision would not have formed a quorum at a Directors' meeting.

14 Calling A Directors' Meeting

14.1 Unless otherwise agreed by the Directors, Directors' meetings shall be held in March, June, September and December of each year or otherwise at least four times per year with a period of not less than 10 weeks between any two meetings.

14.2 Any Director may call a Directors' meeting by giving not less than 5 Business Days' notice (or such lesser notice as all the Directors, excluding Substitute Directors, may agree) to the Directors or by authorising the company secretary (if any) to give such notice.

14.3 Notice of a Directors' meeting shall be given to each Director in writing.

14.4 A Director who is absent from the UK and who has no registered address in the UK shall not be entitled to notice of the Directors' meeting.

14.5 Notice of any Directors' meeting must indicate:

- (a) its proposed date and time;
- (b) where it is to take place; and
- (c) if it is anticipated that Directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

14.6 Notice of any Directors' meeting must be accompanied by an agenda specifying reasonably clearly the matters to be raised at the meeting.

- 14.7 Notice of a Directors' meeting need not be given to Directors who waive their entitlement to notice of that meeting, by giving notice to that effect to the Company before or up to 7 days after the date of the meeting. Where such notice is given after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

15 Participation In Directors' Meetings

- 15.1 Subject to the Articles, Directors participate in a Directors' meeting, or part of a Directors' meeting, when:

- (a) the meeting has been called and takes place in accordance with the Articles, and
- (b) they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

- 15.2 In determining whether Directors are participating in a Directors' meeting, it is irrelevant where any Director is or how they communicate with each other.

- 15.3 If all the Directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

16 Quorum For Directors' Meetings

- 16.1 Subject to article 16.3, the quorum for the transaction of business at a meeting of Directors shall be such number of Eligible Directors as is equal to the number of Directors that constitutes a majority in number of the Directors for the time being appointed (excluding any Substitute Director except where the Principal Director for whom the relevant Substitute Member acts as substitute has ceased to be a Director and has not been replaced pursuant to article 22.4).

- 16.2 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

- 16.3 For the purposes of any meeting (or part of a meeting) held pursuant to article 18 to authorise a Conflict, if there are less Eligible Directors than the quorum required by article 16.1 due to the number of Interested Directors (as defined in article 18.2) in relation to that Conflict, then the quorum for such meeting (or part of a meeting) shall be the number of such Eligible Directors.

17 Chairing Of Directors' Meetings

- 17.1 The Directors shall appoint one of the Directors as the Chair of the Company and one of the Directors as the Vice-Chair of the Company, such appointments to take effect (subject to early termination in accordance with article 17.2) either until the next annual general meeting of the Company (if the Company holds annual general meetings) or until the start of the first Directors' meeting to take place after the first anniversary of his or her appointment (if the Company does not hold annual general meetings), provided that:

- (a) where the Chair is a Director appointed by an Associate Member then the Vice-Chair must be a Director appointed by an LTA Member (and vice versa); and
- (b) the position of Chair and the position of Vice-Chair shall alternate between a Director appointed by an Associate Member and a Director appointed by an LTA Member.

- 17.2 The Directors may terminate the appointment of the Chair or Vice-Chair of the Company at any time provided they appoint a replacement.
- 17.3 The Chair (or the Vice-Chair if the Chair is not participating in the relevant meeting) shall chair Director's meetings provided that if neither the Chair nor the Vice-Chair is participating in a Directors' meeting within ten minutes of the time at which it was due to start, the participating Directors shall appoint one of themselves to chair it.
- 17.4 The chair of a Directors' meeting shall not have a casting vote in the event of an equality of votes cast for and against a proposal at the meeting.

18 Directors' Conflicts Of Interest

- 18.1 A Director, notwithstanding his office, may be an elected member of, a director or other officer of, employed by, or otherwise interested in, the Member who appointed him or her as a Director of the Company and no authorisation under this article 18 shall be necessary in respect of any such interest. Any Director shall be entitled from time to time to disclose to the Member who appointed him or her such information concerning the business and affairs of the Company as he or she shall at his or her discretion see fit.
- 18.2 The Directors may, in accordance with the requirements set out in this article, authorise any Conflict proposed to them by any Director which would, if not authorised, involve a Director (an Interested Director) breaching his duty under section 175 of the Act to avoid conflicts of interest.
- 18.3 Any authorisation under this article 18 shall be effective only if:
- (a) to the extent permitted by the Act, the matter in question shall have been proposed by any Director for consideration in the same way that any other matter may be proposed to the Directors under the provisions of these Articles;
 - (b) any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director;
 - (c) the matter was agreed to without the Interested Director (or the Substitute Director for that Interested Director) voting or would have been agreed to if their vote had not been counted; and
 - (d) in the case of a Conflict arising as a result of a personal financial interest of the relevant Director or a connected person, the Company by ordinary resolution also authorises that Conflict.
- 18.4 In article 18.3(d) "connected person" means:
- (a) a child, parent, grandchild, grandparent, brother or sister of the relevant Director;
 - (b) the spouse or civil partner of the relevant Director or of any person falling within paragraph (a) above;
 - (c) a person carrying on business in partnership with the relevant Director or with any person falling within paragraph (a) or (b) above;
 - (d) an institution which is controlled:
 - (i) by the relevant Director or any connected person falling within paragraph (a), (b) or (c) above; or

- (ii) by two or more persons falling within subparagraph (i), when taken together; or
 - (e) a body corporate in which:
 - (i) the relevant Director or any connected person falling within paragraphs (a), (b) or (c) above has a substantial interest; or
 - (i) two or more persons falling within subparagraph (i) who, when taken together, have a substantial interest.
- 18.5 Any authorisation of a Conflict under this article 18 may (whether at the time of giving the authorisation or subsequently):
- (a) extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter or situation so authorised;
 - (b) provide that the Interested Director be excluded from the receipt of documents and information and the participation in discussions (whether at meetings of the Directors or otherwise) related to the Conflict;
 - (c) provide that the Interested Director shall or shall not be an Eligible Director in respect of any future decision of the Directors in relation to any resolution related to the Conflict;
 - (d) impose upon the Interested Director such other terms for the purposes of dealing with the Conflict as the Directors think fit; and
 - (e) permit the Interested Director to absent himself from the discussion of matters relating to the Conflict at any meeting of the Directors and be excused from reviewing papers prepared by, or for, the Directors to the extent they relate to such matters.
- 18.6 Where the Directors authorise a Conflict, the Interested Director shall be obliged to conduct himself in accordance with any terms and conditions imposed by the Directors in relation to the Conflict.
- 18.7 The Directors may revoke or vary such authorisation at any time, but this shall not affect anything done by the Interested Director prior to such revocation or variation in accordance with the terms of such authorisation.
- 18.8 A Director is not required, by reason of being a Director (or because of the fiduciary relationship established by reason of being a Director), to account to the Company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised by the Directors in accordance with these Articles or by the Company in general meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.
- 18.9 Subject to sections 177(5), 177(6), 182(5) and 182(6) of the Act and to any voting restrictions or other terms imposed by the Directors pursuant to article 18.5 when authorising the relevant Conflict under article 18.2, and provided he or she has declared the nature and extent of his or her interest in accordance with the requirements of the Act, a Director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the Company:
- (a) may be a party to, or otherwise interested in, any transaction or arrangement with the Company or in which the Company is otherwise (directly or indirectly) interested;

- (b) shall be an Eligible Director for the purposes of any proposed decision of the Directors (or committee of Directors) in respect of such existing or proposed transaction or arrangement in which he or she is interested;
 - (c) shall be entitled to vote at a meeting of Directors (or of a committee of the Directors) or participate in any unanimous decision, in respect of such existing or proposed transaction or arrangement in which he or she is interested;
 - (d) may be a Director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate in which the Company is otherwise (directly or indirectly) interested; and
 - (e) shall not, save as he may otherwise agree, be accountable to the Company for any benefit which he (or a person connected with him (as defined in section 252 of the Act)) derives from any such transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Act.
- 18.10 Subject to article 18.11, if a question arises at a meeting of Directors or of a committee of Directors as to the right of a Director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chair of the meeting whose ruling in relation to any Director other than the chair of the meeting is to be final and conclusive.
- 18.11 If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chair of the meeting, the question is to be decided by a decision of the Directors at that meeting, for which purpose the chair of the meeting is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.
- 18.12 Where a Conflict has been authorised by the Directors in accordance with article 18.2 or is permitted by article 18.1 then where the Director concerned obtains or has obtained (through his involvement in the Conflict and otherwise than through his or her position as a Director) information that is confidential to a third party (including any Member) the Director shall not be obliged to disclose that information to the Company or to use it in relation to the Company's affairs where to do so would amount to a breach of a duty or obligation of confidence owed by the Director to the relevant third party.
- 19 Records Of Decisions To Be Kept**
- 19.1 In addition to ensuring that the Company retains a copy of the minutes of each Directors' meeting for ten years from the date of the meeting in accordance with section 248 of the Act, the Directors shall ensure that the Company keeps a record, in writing, for at least ten years from the date of the decision recorded, of every unanimous or majority decision taken by the Directors.
- 19.2 Where decisions of the Directors are taken by electronic means, such decisions shall be recorded by the Directors in permanent form, so that they may be read with the naked eye.

20 Directors' Discretion To Make Further Rules

- 20.1 Subject to the Articles, the Directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to Directors.

PART 3 - APPOINTMENT OF DIRECTORS AND COMPANY SECRETARY

21 Number Of Directors

- 21.1 Unless otherwise determined by special resolution, the number of Directors (other than Substitute Directors) shall be subject to a maximum equal to one less than the number of Members of the Company for the time being and shall not be less than three.

22 Appointment And Removal Of Directors And Substitute Directors

- 22.1 Each Member (other than the ITA) and each Associate Member shall be entitled to appoint one person to be a Director of the Company (Principal Director) and a further person as a substitute for that Director (Substitute Director), subject to them being willing to act as Directors and permitted by law to do so.
- 22.2 Any Director appointed pursuant to article 22.1 may at any time be removed from office by the Member who appointed him or her.
- 22.3 Any appointment or removal of a Director pursuant to this article 22 shall be in writing and signed by or on behalf of the relevant Member and served on the Company at its registered office, marked for the attention of the company secretary or the Directors or delivered to a duly constituted Directors' meeting as well as (in the case of removal of a Director) on the relevant Director. Any such appointment or removal shall take effect when received by the Company or at such later time as shall be specified in such notice.
- 22.4 If any Director shall die or be removed from or vacate office for any cause, the Member who appointed him or her shall be entitled to appoint another person in his place pursuant to article 22.1.
- 22.5 No Director shall be appointed or removed otherwise than pursuant to these Articles, save as provided by law.

23 Termination Of Directors' Appointments

- 23.1 A person ceases to be a Director with immediate effect where:
- (a) the Member who appointed that person pursuant to article 22.1 has ceased to be a Member of the Company;
 - (b) the Director was an elected member of the Member who appointed him or her (including by being an elected mayor) and has ceased to be such an elected member;
 - (c) (in the case of a Director appointed by an Associate Member) article 30.4 applies;
 - (d) that person dies or is removed from office pursuant to article 22.2;
 - (e) that person ceases to be a Director by virtue of any provision of the Act or is prohibited from being a Director by law;

- (f) a bankruptcy order is made against that person;
- (g) a composition is made with that person's creditors generally in satisfaction of that person's debts; or
- (h) notification is received by the Company from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms.

24 Rights And Responsibilities Of Substitute Directors

24.1 The role of a Substitute Director shall generally be, in relation to the taking of decisions by the Directors, to exercise the powers of the Principal Director for whom they have been appointed as a substitute and to carry out his or her responsibilities in the event of his or her absence or non-participation.

24.2 Except as the Articles otherwise provide, Substitute Directors:

- (a) are deemed for all purposes to be Directors;
- (b) are liable for their own acts and omissions;
- (c) are subject to the same restrictions as the Principal Directors for whom they act as substitutes; and
- (d) are not deemed to be agents of or for the Principal Directors for whom they act as substitutes;

and, in particular (without limitation), each Substitute Director shall be entitled to receive notice of all Directors' meetings and of all meetings of committees of Directors of which the Principal Director for whom he or she acts as substitute is a member.

24.3 A Substitute Director:

- (a) unless otherwise agreed by the relevant Directors' meeting, may only participate in a Directors' meeting or a committee of Directors if the Principal Director for whom he or she acts as substitute is not participating in the meeting;
- (b) may only vote on a resolution taken by a Directors' meeting or a committee of Directors if the Principal Director for whom he or she acts as substitute is not participating in the meeting;
- (c) may only be counted as participating for the purposes of determining whether a quorum is present if the Principal Director for whom he or she acts as substitute is not participating in the relevant Directors' or committee of Directors' meeting;]
- (d) may only participate in adopting a Directors' written resolution pursuant to article 13.2 where permitted by article 13.3; and
- (e) may only participate in a unanimous decision of the Directors pursuant to article 13.5 if:
 - (i) the Principal Director for whom he or she acts as substitute is an Eligible Director in relation to that decision and does not indicate in writing either agreement or disagreement to the decision; or

- (ii) that Principal Director has ceased to be a Director and no replacement has yet been appointed pursuant to article 22.4.

24.4 A Substitute Director may be paid expenses and may be indemnified by the Company to the same extent as any Principal Director but shall not be entitled to receive any remuneration from the Company for serving as a Substitute Director except such part (if any) of the remuneration otherwise payable to the Principal Director for whom he or she acts as substitute as that Principal Director may by notice in writing to the Company from time to time direct.

25 Directors' Remuneration

25.1 Directors may undertake any services for the Company that the Directors decide.

25.2 Subject to article 25.3, Directors are entitled to such reasonable and proper remuneration as the Directors determine:

- (a) for their services to the Company as Directors, and
- (b) for any other service which they undertake for the Company.

25.3 A Director who is for the time being an employee or an elected member of a Member (including by being an elected mayor) may not receive any remuneration pursuant to article 25.2 for his or her services to the Company as a Director.

25.4 Subject to the Articles, a Director's remuneration may:

- (a) take any form, and
- (b) include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that Director.

25.5 Unless the Directors decide otherwise, Directors' remuneration accrues from day to day.

25.6 Unless the Directors decide otherwise, Directors are not accountable to the Company for any remuneration which they receive as Directors or other officers or employees of the Company's subsidiaries or of any other body corporate in which the Company is interested.

26 Directors' Expenses

26.1 Subject to article 26.2 the Company may pay any reasonable expenses which the Directors and the company secretary (where applicable) properly incur in connection with their attendance at:

- (a) meetings of Directors or committees of Directors,
- (b) general meetings, or
- (c) separate meetings of the holders of debentures of the Company,

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

26.2 In the case of a Director who is for the time being an elected member of a Member (including by being an elected mayor) any expenses paid pursuant to article 26.1 in respect of travelling or subsistence shall not exceed the maximum amount of

travelling or subsistence allowances which would for the time being be payable to that Director by the relevant Member if the duties in respect of which such expenses are paid were approved duties for the purposes of section 174 of the Local Government Act 1972.

27 Secretary

- 27.1 The Directors may appoint any person who is willing to act as the company secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the Directors so decide, appoint a replacement, in each case by a decision of the Directors.

PART 4 – MEMBERSHIP

28 Membership Categories And Admission Of Members

- 28.1 There are two categories of membership having the differing rights set out in these Articles as follows:

- (a) LTA Members, being members of the Company who are local transport authorities; and
- (b) Associate Members, being members of the Company who are not local transport authorities.

29 Admission of Members

- 29.1 Except with the prior approval of the Members by special resolution only the following shall be entitled to be admitted as members of the Company:

- (a) the ITA (as an LTA Member);
- (b) Herefordshire Council (as an LTA Member);
- (c) Northamptonshire County Council (as an LTA Member);
- (d) Shropshire Council (as an LTA Member);
- (e) Staffordshire County Council (as an LTA Member);
- (f) Borough of Telford & Wrekin (as an LTA Member);
- (g) Warwickshire County Council (as an LTA Member);
- (h) Worcestershire County Council (as an LTA Member);
- (i) Birmingham City Council (as an Associate Member);
- (j) Coventry City Council (as an Associate Member);
- (k) Dudley Metropolitan Borough Council (as an Associate Member);
- (l) Sandwell Metropolitan Borough Council (as an Associate Member);
- (m) Solihull Metropolitan Borough Council (as an Associate Member);

- (n) Walsall Metropolitan Borough Council (as an Associate Member); and
 - (o) Wolverhampton City Council (as an Associate Member).
- 29.2 No person shall become a Member unless that person has completed an application for membership in a form approved by the Directors and that application has been approved by the Directors (provided that the applications for membership of the prospective LTA Members and Associate Members listed in article 29.1 shall not require any such approval).
- 30 Termination Of Membership And Change Of Membership Status**
- 30.1 Members may terminate their membership of the Company by giving 7 days' notice to the Company in writing.
- 30.2 Members may not transfer their membership and their membership shall terminate automatically on:
- (a) the Member's death or bankruptcy (in the case of a natural person);
 - (b) the Member going into receivership, administrative receivership, administration, liquidation or other arrangement for the winding up of a company (in the case of a company); or
 - (c) the Member ceasing to exist (in the case of a public authority) save where another authority inherits substantially the whole of their statutory functions and the Member's membership is transferred to that other authority by means of a statutory transfer scheme or otherwise by operation of law (including, for the avoidance of doubt where the statutory functions and membership of the ITA is transferred to a combined authority).
- 30.3 Where an LTA Member ceases to be a local transport authority (other than where this occurs as a result of legislative change that does not remove from the LTA Member the functions it had by reason of being named as a local transport authority in section 108 of the Transport Act 2000) the relevant LTA Member shall become an Associate Member.
- 30.4 Where an Associate Member is a constituent council of the ITA (or of such other authority to whom the ITA's membership is transferred as permitted by article 30.2(c)) and ceases to be such a constituent council then the Associate Member shall cease to have the right to appoint and remove Directors pursuant to article 22.1 and any persons appointed as Directors by that Associate Member under article 22.1 shall cease to be Directors.

31 Expulsion Of Members

- 31.1 Where the Members have by special resolution under article 29.1 authorised the admittance as a Member of a person or body that is not a local authority, the Directors may terminate the membership of that Member without the Member's consent by giving written notice to the Member where, in the reasonable opinion of the Directors:
- (a) the Member is guilty of conduct which has or is likely to have a serious adverse effect on the Company or bring the Company or any or all of the Members and Directors into disrepute; or
 - (b) the Member has acted or has threatened to act in a manner which is contrary to the interests of the Company as a whole; or

- (c) the Member has failed to observe the terms of these Articles.
- 31.2 Any notice to a Member given under article 31.1 must give the Member the opportunity to be heard in writing or in person as to why the Member's membership should not be terminated. The Directors must consider any representations made by the Member and inform the Member of their decision following such consideration. There shall be no right to appeal from a decision of the Directors to terminate the membership of a Member.
- 31.3 A Member whose membership is terminated under this Article 31 shall not be entitled to a refund of any subscription or membership fee and shall remain liable to pay to the Company any subscription or other sum owed by the Member.

PART 5 – MEMBER'S MEETINGS

32 Calling Of General Meetings

- 32.1 The Directors may, whenever they think fit, and shall on requisition in accordance with the Act, proceed to convene a general meeting. If there are not sufficient Directors to call a general meeting then any Director or Member may call a general meeting.
- 32.2 A general meeting shall be called by at least fourteen days notice (excluding the day on which the notice is served or deemed to be served and the day on which the meeting is to be held) unless Members who together hold at least 90% of the voting rights at general meetings (disregarding voting rights resulting from the application of article 38.3) agree to the holding of the general meeting on shorter notice provided that where a resolution proposed to be considered at a general meeting requires special notice in accordance with the Act the meeting shall be called by at least twenty eight days notice (excluding the day on which the notice is served or deemed to be served and the day on which the meeting is to be held).
- 32.3 Every notice calling a general meeting shall:
 - (a) specify the place, date and time of the meeting;
 - (b) specify the general nature of the business to be transacted at the meeting;
 - (c) set out the text of all resolutions to be considered by the meeting and indicate in each case whether it is proposed as an ordinary resolution or as a special resolution;
 - (d) include with reasonable prominence a statement that a Member entitled to attend and vote is entitled to a proxy to exercise all or any of their rights to attend, speak and vote and that a proxy need not be a Member; and
 - (e) set out the addresses to which any proxy notice is to be sent in accordance with article 41 (which shall include an e-mail address for delivery of proxy notices in electronic form).
- 32.4 Every Member and Director shall be entitled to receive notices of general meetings, which shall also be given to the auditors for the time being of the Company.
- 32.5 The accidental omission to give notice of any general meeting or the non-receipt of such notice by any person entitled to receive the same shall not invalidate the proceedings of that meeting.

33 Attendance And Speaking At General Meetings

- 33.1 A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.
- 33.2 A person is able to exercise the right to vote at a general meeting when:
- (a) that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
 - (b) that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
- 33.3 The Directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- 33.4 In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
- 33.5 Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

34 Quorum For General Meetings

- 34.1 The quorum for a general meeting shall be such Members (present in person, by proxy or by authorised representative in accordance with section 323 of the Act) who together hold a majority of the voting rights at the general meeting (disregarding voting rights resulting from the application of article 38.3).
- 34.2 No business other than the appointment of the chair of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

35 Chairing General Meetings

- 35.1 The Chair appointed pursuant to article 17.1 (or if not present and willing to do so, the Vice-Chair appointed pursuant to that article) shall chair general meetings if present and willing to do so.
- 35.2 If neither the Chair nor the Vice-Chair are willing to chair the meeting or are not present within 10 minutes of the time at which a meeting was due to start:
- (a) the Directors present, or
 - (b) (if no Directors are present), the meeting,
- must appoint a Director or Member (or Member representative) to chair the meeting, and the appointment of the chair of the meeting must be the first business of the meeting.

36 Attendance And Speaking By Directors And Non-Members

- 36.1 Directors may attend and speak at general meetings, whether or not they are Members or appointed proxies or representatives of Members.
- 36.2 The chair of the meeting may permit other persons who are not Members or representatives of Members to attend and speak at a general meeting.

37 Adjournment

- 37.1 If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chair of the meeting must adjourn it.
- 37.2 The chair of the meeting may adjourn a general meeting at which a quorum is present if:
- (a) the meeting consents to an adjournment, or
 - (b) it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.
- 37.3 The chair of the meeting must adjourn a general meeting if directed to do so by the meeting.
- 37.4 When adjourning a general meeting, the chair of the meeting must:
- (a) either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the Directors, and
 - (b) have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 37.5 If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Company must give at least 7 days' notice of it (excluding day on which the notice is given and the day of the adjourned meeting):
- (a) to the same persons to whom notice of the Company's general meetings is required to be given, and
 - (b) containing the same information which such notice is required to contain.
- 37.6 No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

38 Voting At General Meetings

- 38.1 All votes at general meetings shall be taken by way of a poll except where a resolution is passed unanimously by a show of hands of the Members entitled to vote on the resolution and present at the general meeting (either in person, by proxy or by authorised representative) and a poll vote has not been duly demanded in accordance with the Articles.
- 38.2 Subject to article 38.3, on a poll vote:
- (a) the ITA or (where applicable) such Member to whom the ITA's membership is transferred as permitted by article 30.2 shall have seven votes provided that, where the ITA's membership has been so transferred and the number of constituent councils of the transferee Member is not seven, the transferee Member shall have one vote for each constituent council for whose area it is the local transport authority;
 - (b) each LTA Member other than the ITA or Member referred to in paragraph (a) shall have one vote; and
 - (c) Associate Members shall not have a vote.

- 38.3 On a resolution to remove a Director appointed by a Member pursuant to article 22.1, the Member who appointed that Director (including where that Member is an Associate Member) shall have such number of votes as shall be required to enable that Member to prevent the passing of that resolution.
- 38.4 In accordance with the Act, the chair of a general meeting shall not have a casting vote in the event of an equality of votes cast for and against a resolution.
- 38.5 No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid. Any such objection must be referred to the chair of the meeting whose decision is final.

39 Poll Votes

- 39.1 A poll may be demanded at any general meeting by any qualifying person (as defined in section 318 of the Act) present and entitled to vote at the meeting.
- 39.2 A poll on a resolution may be demanded:
- (a) in advance of the general meeting where it is to be put to the vote, or
 - (b) at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 39.3 A demand for a poll may be withdrawn if—
- (a) the poll has not yet been taken, and
 - (b) the chair of the meeting consents to the withdrawal;
- and a demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made.
- 39.4 Polls must be taken immediately and in such manner as the chair of the meeting directs.

40 Authorised Representatives Of Members

- 40.1 Where a Member that is a corporation (whether or not a public authority or a company) by resolution of its directors or other governing body authorises a person to act as its representative and to exercise its voting rights and other powers at a general meeting in accordance with section 323 of the Act then a Director, the company secretary or such other person as the Directors have authorised so to require, may require the representative to produce a certified copy of that resolution.

41 Proxies

- 41.1 Proxies may only validly be appointed by a notice in writing (a **proxy notice**) which:
- (a) states the name and address of the Member appointing the proxy;
 - (b) identifies the person appointed to be that Member's proxy and the general meeting in relation to which that person is appointed;
 - (c) is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the Directors may determine; and

- (d) is delivered to the Company in accordance with the Articles not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate;

and a proxy notice which is not delivered in such manner shall be invalid, unless the Directors, in their discretion, accept the notice at any time before the meeting.

- 41.2 The Directors may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- 41.3 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- 41.4 Unless a proxy notice indicates otherwise, it must be treated as:
 - (a) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting, and
 - (b) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.
- 41.5 A Member who is entitled to attend, speak or vote at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that Member.
- 41.6 An appointment under a proxy notice may be revoked by delivering to the Company a notice in writing given by or on behalf of the Member by whom or on whose behalf the proxy notice was given.
- 41.7 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

42 Amendments To Resolutions

- 42.1 An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:
 - (a) notice of the proposed amendment is given to the Company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chair of the meeting may determine), and
 - (b) the proposed amendment does not, in the reasonable opinion of the chair of the meeting, materially alter the scope of the resolution.
- 42.2 A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if:
 - (a) the chair of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed, and
 - (b) the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 42.3 If the chair of a general meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

PART 6 – ADMINISTRATIVE ARRANGEMENTS

43 Means Of Communication To Be Used

- 43.1 Subject to the Articles, anything sent or supplied by or to the Company under the Articles may be sent or supplied in any way in which the Act provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the Company.
- 43.2 Subject to the Articles, any notice or document to be sent or supplied to a Director in connection with the taking of decisions by Directors may also be sent or supplied by the means by which that Director has asked to be sent or supplied with such notices or documents for the time being.
- 43.3 A Director may agree with the Company that notices or documents sent to that Director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.
- 43.4 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:
- (a) if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted;
 - (b) if sent by reputable international overnight courier addressed to the intended recipient (provided that delivery in at least five Business Days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider), five Business Days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom;
 - (c) if properly addressed and delivered by hand, when it was given or left at the appropriate address; and
 - (d) if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied;
 - (e) if sent or supplied by means of a website the later of the time when the material is first made available on the website and the one hour after the recipient receives notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a Business Day.

- 43.5 In proving that any notice, document or other information was properly addressed, it shall suffice to show that the notice, document or other information was addressed to an address permitted for the purpose by the Act.

44 Company Seal

- 44.1 Any common seal may only be used by the authority of the Directors.
- 44.2 The Directors may decide by what means and in what form any common seal is to be used.

44.3 Unless otherwise decided by the Directors, if the Company has a common seal and it is affixed to a document, the document must also be signed by at least one authorised person in the presence of a witness who attests the signature.

44.4 For the purposes of this article, an authorised person is:

- (a) any Director;
- (b) the company secretary (if any); or
- (c) any person authorised by the Directors for the purpose of signing documents to which the common seal is applied.

45 Application of the Local Authorities (Companies) Order 1995

45.1 For so long as the Company is a controlled company and/or a regulated company for the purposes of the Local Authorities (Companies) Order 1995 the Company shall comply with any applicable requirements of that Order including where applicable in relation to:

- (a) provision of information to auditors of Members who are local authorities;
- (b) provision of information to elected members of Members;
- (c) obtaining the Audit Commission's consent to appointment of the Company's auditors; and
- (d) making minutes of general meetings available for inspection by members of the public.

Directors' Indemnity And Insurance

46 Indemnity And Insurance

46.1 Subject to article 46.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

- (a) each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer in the actual or purported execution and/or discharge of his duties, or in relation to them including any liability incurred by him in defending any civil or criminal proceedings, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the Company's (or any associated company's) affairs; and
- (b) the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or application referred to in paragraph (a) and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.

46.2 Article 46.1 does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law and any such indemnity is limited accordingly.

46.3 The Directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.

46.4 In this article 46:

- (a) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and
- (b) a "relevant loss" means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the Company, any associated company or any pension fund or employees' share scheme of the Company or associated company; and
- (c) a "relevant officer" means any Director or other officer of the Company or an associated company, but excluding any person engaged by the Company (or associated company) as auditor (whether or not he is also a Director or other officer), to the extent he acts in his capacity as auditor).

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Public report Cabinet Report

Cabinet

24th November 2015

Name of Cabinet Member:

Cabinet Member for Culture, Leisure, Sports and Parks – Councillor A Khan

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

All

Title:

Use of Public Space Protection Orders in Coventry

Is this a key decision?

No – whilst this decision covers the whole city its impact is not considered as significant.

Executive Summary:

The purpose of this report is to seek Cabinet approval for the adoption of a process for making Public Space Protection Orders (PSPO's) in the City.

Before the Council can make a PSPO they are required to undertake consultation, which must include consultation with the Police and the Police and Crime Commissioner.

It is intended that the use of PSPO's in the City will be transparent, co-ordinated and overseen by a multi-agency group. There will be wide consultation and full consideration of any consultation responses before a decision is made whether to make a PSPO in a particular case.

It is proposed that a final decision whether to make a PSPO in a particular case will be made by a Cabinet Member where only one ward is affected, or by Cabinet where it affects more than one ward or a significant area of the City, such as the City Centre or War Memorial Park.

Recommendations:

Cabinet is recommended to approve the adoption of the Public Space Protection Order standard process as outlined in Appendix A

List of Appendices included:

Appendix A – Public Space Protection Orders – Process and Approach

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: Use of Public Space Protection Orders in Coventry

1. Context (or Background)

- 1.1 Public Space Protection Orders (PSPO's) were introduced along with other measures in the 2014 Anti-Social Behaviour and Policing Act which primarily came into effect in October 2014. PSPO's allow for measures to be taken to stop individuals or groups committing nuisance/anti social behaviour in a public space. Public space has a wide definition and includes any place where the public have access to on payment or otherwise.
- 1.2 Only Councils can make PSPO's but they must do so in consultation with the Police, the Police and Crime Commissioner (PCC) and any other relevant bodies.
- 1.3 In order to satisfy the test as to whether it is appropriate to make a PSPO the behaviour that the Council is looking to restrict must ;
 - Be having, or likely to have, a detrimental effect on the quality of life of those in the locality
 - Be persistent, or continuing, in nature
 - Is, or is likely to be unreasonable and ;
 - Justifies the restrictions imposed
- 1.4 The order can be put in place on any public space within the Council's boundaries. It usually applies to public land but can include land not within the Council's ownership but gives an implied invitation to the general public, a shopping centre, for example.
- 1.5 Any justifiable restriction or requirement can be included in a PSPO. These can be blanket requirements applying to all, or they can be targeted against certain activities or groups at certain times. For example, there could be a ban on playing golf in a public park, but not other sports, or there could be a ban on congregations of groups bigger than a given number after 7pm if night time gatherings were causing issues. The orders are very flexible and more than one condition can be included on a single order. They effectively impose byelaw type conditions in a given area (and will suspend the operation of any relevant existing byelaw).
- 1.6 PSPO's can restrict access to land or property where that route has been a source of anti social behaviour or the route has been used to commit crimes or evade Police and others. PSPO's have replaced gating orders that were used previously and they are intended to be as flexible as possible.
- 1.7 The Council does not have to apply to Court to make a PSPO. Providing the Council is satisfied that it has followed correct procedure then it can make the order and it becomes effective. Legal Services would oversee the process to ensure they are satisfied that correct procedure is being followed.
- 1.8 Once made, a PSPO can be enforced by Police Officers, Council Officers or officers from any organisation that has been designated powers to do so. The legislation allows that once the offence has been committed by not complying with an officer's order, for officers to issue a Fixed Penalty Notice of up to £100, or for the courts to impose a fine of up to level 3 (£1000) where a person is convicted of breaching a PSPO

- 1.9 A PSPO can last for a maximum of 3 years. An order can also be made for a shorter period or can be rescinded by the Council at any time. At any time during the length of the order it can be extended for another 3 years following the prescribed process.
- 1.10 A PSPO can be amended or varied at any time. Prior to new conditions being attached or existing conditions varied the prescribed process must be followed.

2. Options considered and recommended proposal

- 2.1 The City Council has been given the powers to implement PSPO's by the nature of national legislation. In order to widely use PSPO's, and to reduce risk of legal challenge to any future orders it is considered best practice to adopt a policy / process for their use.
- 2.2 To widely implement PSPO's without a policy / process has therefore been discounted in favour of recommended proposal to adopt the attached policy.
- 2.3 The proposed process is outlined in appendix A at the rear of this report.

3. Results of consultation undertaken

- 3.1 Consultation regarding PSPO's has taken place between officers in Community Safety, Legal and West Midlands Police.
- 3.2 Each new PSPO will require its own public consultation exercise. The size and nature of this will need to be commensurate to the size or local importance of the area being affected.

4. Timetable for implementing this decision

City Tasking and Coordination is already established and legislation is already in place.

5. Comments from Executive Director, Resources

5.1 Financial implications

There are no specific financial implications arising from this report, other than standard costs for legal services or signage for each successful order.

5.2 Legal implications

It is essential that the correct legal process is followed when making a PSPO as an order can be legally challenged by way of judicial review in the High Court. A legal challenge can be made by an interested person (defined in the legislation as a person who lives in the restricted area or who regularly works or visits that area).

Any challenge must be made within 6 weeks of the making of the order (or, where an interested person is charged with an offence of breaching an order, within those proceedings).

The key grounds for challenge are that the Council had no power to make the order (or to include a particular prohibition or prohibitions in an order) or that during the order making process a procedural requirement (for example, publication and/or consultation) had not been complied with in part or at all.

If an order is found to have been incorrectly made (or a particular prohibition or prohibitions improperly included in an order) this is likely to result in the Council incurring legal and other costs.

The process for considering the making of a PSPO in a particular case should have a clear consultation plan in place to ensure that the consultation undertaken is adequate having regard to the nature of the specific proposal. The views of those consulted must be considered before an order is made.

The Act sets certain requirements including consultation and publicity in the order making process. The requirements include the publication of the proposed text of a PSPO (and by implication considering any representations made in response).

The Act also requires the Council, in considering the making of and contents of a PSPO, to have particular regard to certain human rights, namely, freedom of expression and freedom of assembly.

6. Other implications

6.1 How will this contribute to the Council's priorities?

<http://www.coventry.gov.uk/councilplan>

The proposed use of orders will help contribute to the priorities identified in the Council Plan related to safer communities and working towards having active citizens with strong, involved communities.

6.2 How is risk being managed?

As the process will be overseen by the City Tasking and Coordination group, this will help minimise any risks because of the range of agencies involved and their operational capacity to address any issues arising from the implementation of the order.

6.3 What is the impact on the organisation?

The implementation of PSPOs will help the City Council and partner organisation tackle a range of low level environmental crime, anti-social behaviour, and wider community concerns. However, the implementation of an order will need to be considered alongside the resources available within the City Council and partner organisation to enforce order.

6.4 Equalities / EIA

Given the individual nature of PSPOs, it will be necessary to consider equality impacts on each order and as part of the consultation process for each order.

6.5 Implications for (or impact on) the environment

None identified.

6.6 Implications for partner organisations?

Partner organisations will be involved throughout the process through both the City Tasking and Coordination group and also the consultation process that most orders should follow.

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

Liam Nagle – Strategic Officer, Offender Management

Directorate:

Place

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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:				
Isabel Merrifield	AD - Safeguarding, Performance and Quality	People	14 th Oct	3 rd Nov 15
Andrew Walster	AD – Streetscene and Greenspace	Place	3 rd Nov 15	3 rd Nov 15
Names of approvers for submission: (officers and members)				
Legal: David Joy	Licensing and regulatory solicitor	Resources	14 th Oct	23 rd Oct
Finance: Nicola David	Lead Accountant, partnerships	Resources	14 th Oct	14 th Oct
Director: Martin Yardley	Strategic Director of Place	Place	3 rd Nov	4 th Nov
Members: Cllr Abdul Khan	Cabinet Member		3 rd Nov	4 th Nov

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings

Appendix A – Public Space Protection Orders – Process and Approach

Procedure for applying for a Public Space Protection Order (PSPO)

Matters to consider

PSPO's in isolation will often not solve all issues and should be used in conjunction with other measures. Consideration should also be given to what effect the order will have in terms of displacing an issue. Unless there is sufficient evidence of an existing problem it is unlikely a PSPO would be seen as reasonable if it imposes conditions on an area with no problems just because it is thought likely problems will move there.

All agencies should be satisfied that the area is being disproportionately affected by groups or individuals carrying out acts that are causing nuisance and annoyance to others trying to have reasonable enjoyment of an area for its intended purpose. Activities in an area need to be persistent and continuing and have a detrimental effect on the quality of life of people in the local community.

Agencies should be satisfied that the granting of the order is reasonable and proportionate and that it is not being caused only by the actions of individuals who are identifiable. In cases such as these there should be targeted enforcement against the known individuals rather than a blanket ban.

Background

The following document outlines the approach to be used to determine how to progress the making of a PSPO.

Overview of the process

A new group City Tasking and Coordination to coordinate intelligence on location based issues for Community Safety was established in the summer of 2015. This group will meet every month. It is this group which will recommend locations where a PSPO may be used and sufficient reliable evidence exists.

Detailed Steps

Step 1 – City Tasking & Coordination Meeting

We would expect any problematic area to have a considerable number of reports or intelligence outlining the issues occurring and reports received. At each monthly meeting a data / intelligence summary will be created. This will be discussed by the agencies represented in the group. As part of the holistic approach when problem solving, agencies should give consideration as to whether a PSPO is appropriate for a specific part of a problematic area.

If any agency believes that an area is problematic and would benefit from a PSPO but it isn't being discussed at City Tasking then officers should refer their issue in. Once City Tasking has come to a decision where they believe it is appropriate to pursue a PSPO then they will allocate a Council officer to lead on the application process.

Step 2 – Specific Meeting

The lead officer will then convene a meeting with officers from the Police as well as any other appropriate agencies or Council departments including Legal Services. The purpose of that meeting would be to understand the prohibitions and measures it is thought should be put into place to address matters and the officer resource available to police the order. An order should only be sought if all agencies are satisfied that it can be appropriately resourced. In addition any practical solutions to the problems such as removing seating or repairing fences should also be discussed.

If the order includes the closing of a public right of way, either permanently or limiting access between specific times then there are extra considerations that should be made due to the increased likelihood of a High Court challenge from the Ramblers Association or similar. Consideration should also be given as to whether the area includes any common land or village green.

In advance of this meeting a request should be sent to the insight team from Coventry City Council who will identify potential community and faith groups that may need to be consulted on any order. It will be agreed at this initial meeting which groups it is appropriate to consult with.

Step 3 – Consultation

The guidance states that there has to be consultation between the Local Authority, the Police and the Police and Crime Commissioner and if relevant the land owner or occupier as an absolute minimum. The Council must also consult whatever community representatives they think appropriate but other than that it is recommended that consultation should be carried out as felt appropriate for the issue and the area. For example anything that affects the City Centre is likely to need much more consultation than something that is specific to a defined part of a single ward. Lack of proper consultation, or insufficient consultation could be a key challenge to any appeal against a PSPO and as such careful consideration should be given to the amount of consultation undertaken. City Tasking group should offer guidance in this matter.

When it has been agreed what conditions need to be attached to the order the lead officer should arrange a further meeting with appropriate officers and representatives of any community groups felt appropriate. This meeting should outline the reason why the order is being sought, what measures are potentially being introduced to address the matter and whether there are any reasonable adjustments that might need to be made to ensure any parties aren't disproportionately affected.

Step 3a (only where relevant) – Where the Community is opposed

If the community groups are totally against the order in its entirety, it's not the case that the order shouldn't be sought, but the matter should be referred back to the City Tasking group for them to make a decision on whether it is appropriate to go ahead with the order.

Step 4 – Implementation of the order

Once approved by City Tasking the notice, and conditions and prohibitions contained within will be drafted by Legal Services

There is not a formal requirement to provide advance notice of a PSPO being brought into effect in an area, there is only the need to publicise its existence via appropriate signage at the location as well as publication on the appropriate section of the Council website. Unless the matter to be addressed is considered too sensitive in terms of compromising Police operations or because of Community tensions or similar, then advance notification of the intended order, in draft format should be placed at the proposed locations along with contact details of the appropriate officer to pass any comments to.

Orders will be approved by the Cabinet Member (Policing and Equalities) in most circumstances.

In the event of the order needing to be created and implemented in a quicker timescale than the frequency of the City Tasking meetings would allow, and where it can be shown there is an increased risk to the health and welfare of the community, then this can only be done at the discretion of a Council Officer of no lower grade than Assistant Director and a Police Officer of no lower rank than Superintendent and the agreement of the Police and Crime Commissioner. They would liaise with Legal Services at Coventry City Council to progress and ensure compliance with guidance regarding publication of the order and appropriate signage at affected areas.

Amendments revocations and extensions

Should it be decided that it is necessary to amend or extend an order then it may be necessary to recommence the process. However if the amendment to the order is relatively soon after the granting of the initial order then it may not be necessary to carry out a full consultation if it's felt the suggested amendment is relatively minor and the suggested amendment is still in keeping with the findings of the most recent consultation.

The view of legal services should be sought when dealing with such matters. To end, or revoke an order, this can be done at any time, it should be discussed, and agreed at City Tasking group before such a decision is made. All signage should be removed from the location in question.



Public report Cabinet

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.

Cabinet

26th November 2015

Name of Cabinet Member:

Cabinet Member for Business, Enterprise and Employment –Councillor Maton

Director Approving Submission of the report:

Director of Place

Ward(s) affected:

Henley

Title:

The Freehold Disposal of land at Elms Field Farm and Surrender of Leasehold Interest.

Is this a key decision?

Yes – as the proposals within the report have financial implications in excess of £1m

Executive Summary:

Land at Elms Field Farm, Wigston Road, Coventry has been identified as a potential housing site in the Strategic Housing Land Assessment (SHLAA) and part previously in the Coventry Development Plan 2001. It extends to approximately 9 acres and could, subject to planning consent being granted provide up to 150 new homes.

Approximately 5 acres of the site is currently leased to a tenant farmer on a long lease for 99 years with effect from 1972. This lease has 56 years left to run.

For the Council to successfully bring forward this development site for housing, a surrender of the Lease from the tenant must be negotiated and agreed together with the termination of the short term grazing tenancy of adjoining land also held by the tenant.

If the Council is unable to reach an agreement with the tenant in respect of the land subject to the Lease then this would result in the land shown coloured blue on the plan annexed hereto being “landlocked” and the Council unable to deal with access issues to this land. This land is an allocated housing site in the Coventry Development Plan 2001.

A surrender premium has been agreed between the Council and the tenant for the surrender of the Lease and this has been confirmed as representing open market value by external Chartered Surveyors appointed to advise the Council and the Council's valuation panel. Completion of the surrender of the Lease and payment of the agreed surrender premium will be subject to the Council disposing of the freehold interest of the development site with planning permission by an agreed long stop date of 31st March 2017

It is therefore recommended that the Council enters into a conditional surrender agreement with the tenant and prepares and submits an Outline Planning Application for residential development.

Recommendations:

Cabinet are requested to:-

- (1) Authorise the Council to enter into an agreement for surrender with the tenant in respect of the Lease and subject to the successful freehold disposal of the development site to complete a deed of surrender and pay the agreed surrender premium.
- (2) Approve the preparation and submission of an outline planning application for residential development of the land at Elms Field Farm, Wigston Road.
- (3) Approve the marketing and disposal of the site by tender
- (4) Delegate authority to the Executive Director of Place in consultation with the Cabinet Member for Business, Enterprise & Employment, for any subsequent variation in terms.
- (5) Delegated authority to the Executive Director of Resources to prepare and complete the necessary documentation to facilitate the agreement for surrender and the freehold sale.

List of Appendices included:

Appendix 1 –Site Plan

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

1. Context (or background)

- 1.1 The land and buildings at Elms Field Farm edged red on the attached plan comprising of approximately 5 acres is held by the tenant under the terms of a 99year Lease granted in 1972.
- 1.2 The land edged blue and green of approximately 28acres is also let to the tenant on a separate short term grazing tenancy which is let on a rolling two year period.
- 1.3 The land outlined in blue amounting to approximately 4 acres is allocated for residential development in policy H8 of the Coventry Development Plan 2001.
- 1.4 The Draft Strategic Housing Land Availability Assessment 2014 identified the land outlined in red, also under the tenant's long lease, as a potentially suitable and viable development site for residential and complimentary to the adjoining allocation outlined in blue. With the additional allocation, the tenant expressed a willingness to surrender the interest held under the Lease to the Council.
- 1.5 The Council cannot bring forward either of the parcels of land (shown edged red and blue respectively on the plan) for disposal for residential development without the agreement of the tenant. Godfrey Payton Chartered Surveyors were instructed to value the tenant's interest including the potential ransom element.
- 1.6 Following negotiations with the tenant's agent, a figure was agreed for the surrender of the Lease.
- 1.7 The surrender premium has been validated by external Chartered Surveyors Godfrey Payton as representing open market value.
- 1.8 An outline planning application is required to establish the principle and density of development on the site. If recommendation 2 is approved, the expectation is to submit a planning application in the spring of 2016.
- 1.9 If approval is granted the land will be marketed in the financial year 16/17. The surrender fee payable to the tenant will only be paid after exchange of contracts for the Councils freehold disposal of the site and immediately prior to the completion of the sale.

2. Options considered and recommended proposal

Approve the surrender to release Elms Fields Farm for Development

- 2.1 If the surrender premium is approved the Council has the opportunity to release the land for future housing therefore contributing to the on-going growth of the City. In addition, the Council could potentially receive a capital receipt to support corporate resources.
- 2.2 **Not to Proceed** – If approval is not forthcoming the Council will lose the opportunity to secure the land for future development and a possible capital receipt.

- 2.3 It is therefore recommended that the Council approves the conditional surrender of the Lease with the tenant, submits the outline planning application and brings forward the site for marketing and disposal.

3. Results of consultation undertaken

- 3.1 Part of the site has already been identified as a "Principal Housing Site" in the Coventry Development Plan 2001. The remainder of the site, is clearly defined in the Coventry Strategic Housing Land Availability Assessment 2014 as "Elms Farm Extension" and again this is already in the public domain.
- 3.2 As part of any future planning application for the land, adjoining occupiers/neighbours will be consulted by the Council and they will have the opportunity to make representations via the planning process.

4. Timetable for implementing this decision

- 4.1 Providing Cabinet approval is secured, the documentation for the conditional agreement for surrender will be drafted and agreed with the tenants legal representatives.
- 4.2 It is anticipated that an outline planning application will be submitted in spring 2016 with the land marketed for disposal in the next financial year with an expectation that the capital receipt will be received that financial year.

5. Comments from Executive Director of Resources

- 5.1 Financial implications
The Strategic Property Review has identified this asset for disposal as a way to help achieve the saving target therefore the net receipt from the sale of the farm would be used to pay off existing debt to help achieve savings.

There may be a maintenance liability with the short term grazing tenancy being surrendered as this land could revert back to the Council. On-going maintenance of this land could be funded from the capital receipt received.

- 5.2 Legal implications
The Council is under an obligation to obtain best consideration for land and property disposal transactions in accordance with the requirements set out in Section 123 of the Local Government Act 1972. The surrender premium has been validated by external Chartered Surveyors Godfrey Payton as representing open market value and also verified by the Council's valuation panel.

Officers with Resources Directorate (Legal Services) will prepare and complete an Agreement for Surrender conditional upon the freehold sale of the site and will complete the documentation with the tenant. Immediately prior to the freehold sale being completed the Council will complete the surrender of the Lease and will pay the surrender premium to the tenant.

Officers within Resources Directorate (Legal Services) will also prepare and complete the necessary documentation in respect of the freehold sale.

6. Other implications

Any other specific implications

6.1 How will this contribute to the Council's priorities?

- The delivery of circa 150 new homes will help support the growth of the City and ensure that a choice of housing will be delivered to meet the needs of local people. 25% of the dwellings will be allocated as 'affordable housing'. As the Land is an allocated housing site, the new homes will be well integrated into existing communities & infrastructure.
- The net capital receipt will contribute towards corporate resources in this financial year.

6.2 How is risk being managed?

The risks have been identified earlier in the report.

6.3 What is the impact on the organisation?

Officer time in the Resources Directorate will be allocated to deal with the preparation of the surrender document and the preparation and completion of the sales document.

6.4 Equalities / EIA

An equality impact assessment has not been undertaken by officers as the proposal set out in this report related to the granting of or the creation of a legal interest in the land and does not constitute a change in service delivery policy or the exercise of a public function.

6.5 Implications for (or impact on) the environment

The subsequent impact on the environment through the redevelopment of the site for housing will be in accordance with the Councils planning policies for sustainable development.

6.6 Implications for partner organisations?

There are no partner implications.

Report author(s):

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Directorate: Place

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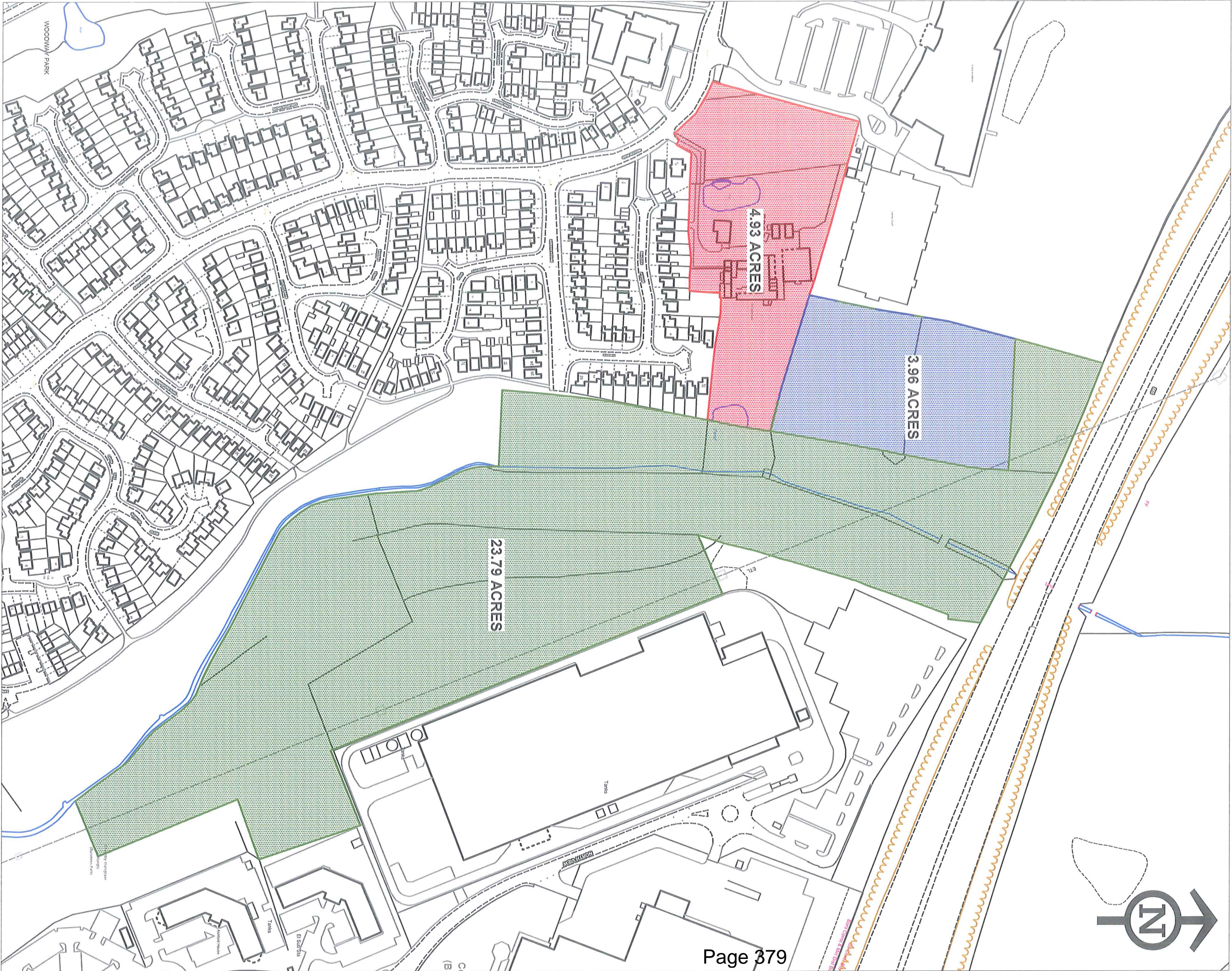
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Members: Name				

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Appendices

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LAND NEAR ELMS FARM, COVENTRY (32.68 ACRES)

Drawn By: NH
Scale: 1:2500 at A3
Date: 23/04/2015



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STRATEGY & PERFORMANCE TEAM
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Public report Cabinet Report

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.

Cabinet

26th November 2015

Name of Cabinet Member:

Cabinet Member for Business, Enterprise and Employment – Councillor Maton

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

City Wide

Title:

Partnership working with Whitefriars Housing Group Limited

Is this a key decision?

Yes – as the proposals within the report have financial implications in excess of £1m and could have a significant impact on businesses or residents living in more than two wards within the City.

Executive Summary:

The report sets out proposals to dispose of land interests to the Whitefriars Housing Group Limited “Whitefriars” for the development of up to 131 houses.

The identified Council land adjoins existing Whitefriars holdings and the amalgamation of these interests will see the delivery of affordable housing.

The Council will receive Market Value for the land in accordance with Section 123 of the Local Government Act 1972 and all development costs for the 131 houses will be incurred by Whitefriars.

In a parallel to the proposal, Whitefriars have identified garage infill sites within their portfolio that potentially could accommodate up to 120 houses.

The venture will secure a commercial return for the Council for its land interests, the development of up to 251 new homes which will in the main be affordable housing, the stimulation of economic activity in the local areas and through Whitefriars, apprenticeships and training opportunities

Recommendations:

Cabinet is recommended to:

- (1) Agree the principle and purpose of contractual arrangements with Whitefriars Housing Group Limited and delegate authority to Executive Director of Resources and Executive Director of Place, in consultation with the Cabinet Member for Business, Enterprise and Employment and Cabinet Member for Strategic Finance and Resources for any subsequent variation in terms or new requirements to give effect to the disposals.
- (2) Approve that the identified Council sites be released for the benefit of the project subject to securing Market Value for the land.
- (3) Encourage the development of family houses on garage infill land with a subsidy subject to Whitefriars securing HCA funding.

List of Appendices included:

Appendix 1 -Option table

Appendix 2 – Matrix timetable

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

1. Context (or background)

- 1.1 A press article was published in the Coventry Telegraph on the 29th November 2014 which reported that the Council may allocate up to £15million to create new affordable housing. In January 2015, officers were requested to explore options for the delivery of new housing development to address the shortfall of affordable family homes.
- 1.2 The Council no longer has any housing stock since Whitefriars was formed in 2000 and the housing stock was transferred and therefore cannot directly intervene to resolve local housing needs.
- 1.3 Officers from the Resources and Place Directorates investigated the options and appropriate models for how new housing could be delivered and considered alternatives by other local authorities. The work identified the following broad options:-
- Wholly owned company
 - Community Interest Company
 - Joint Venture/land disposal
 - Private Finance Initiative (PFI)
- 1.4 The advantages and disadvantages of these options are summarised in the table attached at Appendix 1
- 1.5 Officers conducted informal soft market testing with a number of local registered housing providers to assess the appetite for partnership working. The opportunities put forward to the Council identified that the Council could :-
- Subsidise affordable housing in the City through the provision of loans to the partner
 - Use of Council land at a discounted rate or gifted at nil value to enable delivery of new housing
 - Where the registered housing provider has adjoining land interests, the sites could be amalgamated to maximise the delivery of new housing
 - The offer that if the Council were to put sites into a joint arrangement, the other land owner would reciprocate and include their own sites with the Council entitled to receive a future share of any profit/revenue
- 1.6 In light of the current financial climate and the opportunities discussed, certain proposals required significant investment and risk. To minimise risk and ensure that the Council obtained best value under S123 of the Local Government Act 1972, the preferred method to explore was disposal of Council land to the registered housing provider to bring about amalgamation of adjoining land interests in order to maximise the delivery of new housing.
- 1.7 Whitefriars approached the Council and identified a selection of sites which adjoined Council land holdings. It became apparent that to maximise the potential of the selected sites, amalgamation of land ownerships through disposal by the Council would be beneficial.

2. Options considered and recommended proposal

2.1 Land disposal to Whitefriars

2.1.1 From discussions with the market, it became apparent that a land disposal arrangement with Whitefriars would be the most viable option for the Council. Following discussions with Whitefriars it was agreed that they are prepared to undertake the following:-

- to bring forward schemes at their own design, funding and specification to the sites as detailed on the attached Matrix at Appendix 2 to provide up to 131 houses which are mainly affordable over a five year period on sites owned by Whitefriars and Council sites to be sold to Whitefriars.
- All development costs will be incurred by Whitefriars for the development of the 131 houses (with the exception of the garage infill sites).
- The disposal of the Council interests in land will be assessed independently by the District Valuer at a Market Value and in accordance with Section 123 of the Local Government Act 1972.
- Negotiations are currently on-going with Whitefriars to refine and confirm these principal aims and objectives.

2.1.2 In addition to the proposed homes outlined on the attached Matrix, Whitefriars have identified twenty six garage infill sites that potentially could accommodate 120 homes. As these sites are uneconomical to develop due to size and the lack of opportunity for scales of economies regarding cost, Whitefriars has requested that the Council contributes a subsidy however this is subject to Whitefriars securing Homes Communities Agency (HCA) funding.

2.1.3 The financial contribution will be budgeted over a **five** year period but subject to a yearly threshold over the financial year. The funds could be sought from S106 commuted sums, new homes bonus, recycled capital receipts from the land disposals to Whitefriars. This contribution is proposed subject to further legal advice

2.1.4 With regard to the garage infill units developed with a Council contribution, the intention is to target the priority cases as identified in the Homefinder list and allocate these homes for local need.

2.1.5 The sites that have been identified for this project as per the Matrix can only be developed to their full potential through this land disposal programme with Whitefriars, given that some of the projects require land currently owned by Whitefriars in order to be developed. Sites such as Gerard Avenue cannot be developed as Whitefriars have control of the access into the Council's site via a ransom strip

2.1.6 The governance and structure of the proposed arrangement with Whitefriars is to be documented in a Memorandum of Understanding currently being negotiated. It is envisaged that any development proposals will be submitted initially to a Project Board, where officers from both the Council and Whitefriars will sit. The Council and Whitefriars deliberately have equal weighting on the project board, with neither having a casting vote. The aim of the Project Board will be to confirm that the Whitefriars proposal is viable. If an individual proposal is approved by the Project Board, Whitefriars will enter into an option agreement for the relevant site and thereafter submit a planning application. The Market Value of the land is to be agreed and established by the District Valuer. Completion of the sale of the land will generally be conditional on the grant of planning permission however with the disposal of Wisteria Lodge it has been agreed to defer the capital receipt until the homes have been sold.

2.2 Decline the Offer of Collaborative working with Whitefriars

- 2.2.1 If we decline the proposal to dispose of Council land to Whitefriars or are unable to proceed, this opportunity to provide new affordable housing targeting priority need and addressing housing problems will be lost. The Council may be able to dispose of some of its sites for which it does not require Whitefriars adjoining land to develop on an individual basis.
- 2.2.2 If the amalgamated sites were not brought forward, it has been estimated that only 49 homes could be developed without the proposed arrangement with Whitefriars.

2.3 Seek a Partner

- 2.3.1 The Council could approach the marketplace to seek expressions of interest for a housing joint venture. If the Council requires control over the content and delivery of the scheme, that this option is the recommended route in order to comply with EU procurement law. When we previously undertook soft market testing with potential partners, the outcomes stated as per paragraph 1.5, there was substantial financial dependency on the Council through loans, grants and land disposals at nil value. Some of the partners did not have any or lacked substantial land holdings in Coventry that could be brought into a collaborative arrangement. Therefore the Council may have substantial risk and exposure either through funding or land commitments at a discounted or nil value.

2.4 Wholly owned Council Company

- 2.4.1 A Council owned company could be established however as per the disadvantages outlined in appendix 1 there would be cost implications as the Council would have to form a new development/management team to construct and manage the new houses. With the recent Government announcements over Right to Buy purchases the stock/asset would be at an on-going risk of depletion.

2.5 Recommendation

- 2.5.1 It is recommended that the Council enters into land disposal arrangements with Whitefriars Housing Group.

3. Results of consultation undertaken

- 3.1 As part of the planning process, Whitefriars Housing Group will have to submit planning applications for each individual residential scheme as detailed on the Matrix as per Appendix 2. As per the planning process, adjoining occupiers/neighbours will be consulted by the planning department and Whitefriars who will also have to undertake consultation with the local community.

4. Timetable for implementing this decision

- 4.1 Providing Cabinet approval is secured, the indicative timetable shown in the Matrix as per Appendix 2 which outlines key milestones for the project with Whitefriars Housing Association.

5. Comments from Executive Director of Resources

5.1 Financial implications

The land disposals to Whitefriars would seek to build up to 131 homes in Coventry. These houses would require no additional funding from the Council. In addition to these houses Whitefriars have identified twenty six garage infill sites that potentially could accommodate up to 120 further homes. These sites are uneconomical to develop and Whitefriars have requested a Council contribution in addition to the HCA contribution. If the Council contributes, it is expected that these homes will be allocated for family dwellings and allocated for priority cases as identified in the Homefinder list. These would only be progressed if the Council was willing to fund the contribution.

For non-garage sites, the Council will receive a capital receipt. The sites will be independently valued and if the payment of the capital receipt is deferred by Whitefriars, any interest earned, the benefit will be paid to the Council.

Section 106 monies have been identified to contribute towards the development of the garage sites. The total contribution required from the Council will be spread over an agreed period of time, with the section 106 monies being applied first and then deferred capital receipts later if deemed necessary.

The report does not require any additional capital or revenue funds above the agreed sum per house on garage sites which will be generated from either identified Section 106 monies or from deferred capital receipts.

5.2 Legal implications

The Council and Whitefriars will enter into a Memorandum of Understanding. Supporting that document will be a series of option agreements that will be entered into when the Project Board is satisfied with the proposal for each site. This necessary documentation is currently being negotiated and will need to be in satisfactory structure and one that complies with Section 123 of the Local Government Act 1972.

6. Other implications

6.1 How will this contribute to the Council's priorities?

The proposal if implemented by Whitefriars will contribute towards the Council's objectives such as the provision of new affordable housing and capital receipts that will contribute towards corporate resources.

6.2 How is risk being managed?

As part of the proposal, if Whitefriars fail to perform its obligations and reach certain milestones as set out in the matrix (which is currently in negotiation), the Council will have the ability to terminate the Memorandum of Understanding and any option agreements which have been granted, but not exercised.

6.3 What is the impact on the organisation

Officer time in Resources Directorate will be allocated to deal with the preparation and completion of the legal documentation for each identified site.

6.4 Equalities / EIA

An equality impact assessment has not been undertaken by officers as the proposal set out in this report related to the granting of or the creation of a legal interest in the land and does not constitute a change in service delivery policy or the exercise of a public function

6.5 Implications for (or impact on) the environment

The impact will be positive as the dwellings will be designed to current building regulations.

6.6 Implications for partner organisations?

There are no partner implications

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Enquiries should be directed to the above person.

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Members: Councillor Maton	Cabinet Member for Business, Enterprise & Employment			

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Appendices

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APPENDIX 1

Potential Options	Possible Outcomes	Limiting factors	Advantages	Disadvantages
1. Wholly owned company	Wholly owned company could undertake trading activities for profit, including housing and employment projects. It could pay dividends to the council as sole share holder and would have the power to transfer assets back to the Council. A wholly owned company could enter into joint venture arrangements on a project by project basis if beneficial and subject to the procurement and state aid rules	A company would have the powers to raise finance through borrowing. Activities would not be limited, provided funding is sustainable and supported by robust business planning.	Would have the ability to trade for profit, pay dividends back to the local authority and transfer all or some assets back to the council. It would be wholly controlled by the council. The council could choose to sell shares to raise capital.	The company would retain all of the risks associated with its activities. There would be major cost implications as the council would have to establish a new development/management team to construct and manage the new houses. The stock would be at risk of Right to Buy purchases and therefore the stock/assets would be at risk of on-going depletion. The wholly owned company would need to comply with EU procurement rules when awarding contracts for goods, works or services.
2. Community Interest Company (CIC)	A CIC could undertake trading activities, including housing and employment projects. However surpluses and assets would be ring-fenced to the community purpose set out in the companies articles.	A CIC would have the powers to raise finance through borrowing providing it is sustainable and supported by robust business planning. It would be limited by its community objectives.	Activities could be broad and would be focused on community benefits only	Activities would be restricted to the CIC's community purposes only. Surpluses would be ring fenced to the CIC's activities and any assets could only be transferred to another CIC. It would NOT be able to transfer surpluses back to the council. The CIC would

				likely to need to comply with EU procurement rules when awarding contracts for goods, works or services.
3. Joint Ventures	<p>Joint ventures could deliver housing and employment outcomes. They generally involve a public sector and private sector partner, sharing investment, risks and benefits. Typically these are based upon the public sector contributing land with the other partner investing development capital and subject to the procurement and state aid rules. A disposal of land interests to a third party without any corresponding development obligations could be achievable on a private treaty basis</p>	<p>The activities of a Joint Venture are project specific and are limited by the value of the public sector assets, typically land. A wholly owned company would have to have the ability to also enter into any joint venture arrangements again subject to procurement.</p>	<p>Joint ventures would provide the opportunity to share investment, risks and benefits with the private sector. A joint venture could be beneficial in attracting the necessary investment to deliver a specific scheme, for example on council owned land.</p>	<p>The council would not be in complete control of the joint venture activities. Typically benefits would return to the council in the form of assets at the end of any arrangements, although there could be potential for earlier revenue streams, if the agreement allows</p>

<p>4. Private Finance Initiative (PFI)</p>	<p>As with joint ventures, PFI involve a shared approach to investment, risks and benefits. PFI include long-term contracts for the provision and management of assets e.g. homes, schools hospitals etc and are funded over their lifetime by revenue contributions from central Government (PFI credits). Upfront capital investments is provided by the private sector partner.</p>	<p>PFI arrangements are limited by the value of PFI credits available to support the project. They are also project specific.</p>	<p>Extremely complex legal and contractual structures with significant set up costs. Can prove to be expensive over the lifetime of projects as private sectors partners will seek to cover long term risk factors through the contract pricing mechanism and PFI credits may not be available</p>	<p>The PFI contractor would need to be procured by the Council. This is likely to involve an OJEU process. Potential to attract additional central government resources. PFI arrangements would not return any revenue funding to the council, although assets could be returned to the council at the end on the contract period.</p>
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Project Kick Off December 2015

Scheme	Estimated number of new homes	Initial Project Board scheme sign off	Target Date for Project Board Scrutiny	Target Date for Planning Submission	Target Date for Exercise of Option	Long Stop date for Exercise of Option	Target Date for Commencement of Development
Gerard Avenue & St Margarets Road	43	Jan-16	Apr-16	May-16	Sep-16	Dec-16	7 Months post Planning Approval
The Barley Lea	15	Jan-16	Jun-16	Jul-16	Nov-16	Feb-17	7 Months post Planning Approval
Wisteria Lodge	10	Oct-16	Apr-17	May-17	Oct-17	Jan-18	7 Months post Planning Approval
Stretton Avenue	14	Jan-16	Sep-17	Oct-17	Feb-18	May-18	7 Months post Planning Approval
Hall Green Road	16	Dependant on Riley Square proposals	Jun-17	Jul-17	Nov-17	Feb-18	7 Months post Planning Approval
Roseberry Avenue	33	Dependant on Riley Square proposals	Jun-17	Jul-17	Nov-17	Feb-18	7 Months post Planning Approval

* Wisteria Lodge dates are as shown to allow the Council sufficient time to remove the Restrictive Covenant currently negating the opportunity

* Proposal's for Hall Green Road and Roseberry Avenue are linked to the re-development of Riley Square

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Public Report Cabinet

A separate report is submitted in the private part of this agenda in respect of this item as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972.

Cabinet

26th November 2015

Name of Cabinet Member:

Cabinet Member for Business, Enterprise and Employment - Councillor Maton
Cabinet Member for Education – Councillor Kershaw

Director Approving Submission of the report:

Executive Director - Place

Ward(s) affected:

Westwood

Title: Land Registry, Leigh Court, Torrington Avenue, Coventry – Terms of Disposal

Is this a key decision?

Yes

The proposal in this report will result in financial implications exceeding £1m.

Executive Summary:

This report seeks approval to the sale of the Council's freehold interest in the site of the Land Registry offices on Torrington Avenue, Coventry.

The site is subject to a ground lease from the Council from 1945. The lease expires in 2044

The Council had previously agreed to sell the freehold of this site in 2011 although this did not proceed to completion, and subsequently re-affirmed the decision to sell in 2013 as part of the decision to sell poor performing property assets to pay down debt and release revenue savings to support the delivery of Council services.

The Government has approved the establishment of Finham Park 2 Free School on the western side of the City. The school opened in temporary accommodation in September of this year in the existing Finham Park site in Green Lane. The Education Funding Agency (EFA) has been seeking a permanent site for the Free School and the Land Registry building meets the Free School (EFA) requirements for a new school.

The Government has given Permitted Development Rights for a permanent change of use of office premises to state funded school premises without the need for planning permission subject to prior approval of the Local Planning Authority. The only grounds that need to be satisfied are those of noise, contamination, transport and highways.

Subject to Cabinet approval terms have been agreed with the Department of Communities and Local Government for the sale of the Council's freehold interest in the site.

Recommendations

1. Cabinet are requested to approve the disposal of the Council's freehold interest in the site of the Land Registry Offices at Torrington Avenue.
2. Approve that the proceeds be allocated to the Strategic Property Review target to reduce debt servicing costs in accordance with the Council's Medium Term Financial Strategy, which provides that Prudential borrowing should be repaid from capital receipts as they are generated.
3. Delegate to officers within Resources Directorate (Legal Services) to prepare and complete documentation for the freehold sale and collect the agreed purchase sum.

List of Appendices included:

Site Plan

Background papers:

None

Other useful 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: Land Registry, Leigh Court, Torrington Avenue, Coventry – Terms of Disposal

1. Context (or background)

- 1.1 The Land Registry Building on Torrington Avenue is constructed on land leased from the Council in 1945 on a 99 year lease. The lease expires in 2044. The user provisions contained in the lease permits the premises to be used for Government purposes only. Terms for the disposal of the freehold to the Land Registry had previously been approved by Cabinet in 2011, although the transaction was never completed.
- 1.2 The site is shared with the Job Centre, which is unaffected by the proposal below.
- 1.3 The ground leases at Torrington Avenue (including the Land Registry) were identified in the Commercial Property - Ground lease disposals report approved by Cabinet on 10th December 2013 and Council on 14th January 2014. The approval of individual terms of the freehold disposals was delegated to the Assistant Director - Property Asset Management. The report also approved that the savings realised through debt reduction are allocated against savings targets for the Strategic Review of Property - Fundamental Service Review.
- 1.4 The Government has approved the establishment of Finham Park 2 Free School on the western side of the City. The school opened in September 2015 in temporary accommodation on the existing Finham Park site in Green Lane.
- 1.5 The EFA has been searching for a permanent site for the Free School. The Land Registry building is under occupied and the building meets the Free School/EFA requirements for a Free School. The building comprises 11,000 sq m of offices over 3 floors with 268 parking spaces. Under the terms of the lease a Free School does not constitute a permitted government use.
- 1.6 The Land Registry will move out of the building and are believed to be moving to the QCAD building at the Butts, so no jobs will be lost to Coventry.
- 1.7 Agents for the EFA have agreed terms with the Councils agent to purchase the Council's freehold interest in the site of the Land Registry building.
- 1.8 Although approval of individual terms has been delegated to Officers, as the Land Registry building is to be used for the Finham Park 2 Free School, Cabinet Member for Business, Enterprise and Employment has directed that the terms of this disposal be reported to Cabinet for approval.
- 1.9 The Government has given Permitted Development Rights for a permanent change of use of office premises to state funded school premises without the need for planning permission subject to prior approval of the Local Planning Authority. The only grounds that need to be satisfied are those of noise, contamination, transport and highways.
- 1.10 In school place planning terms, the establishment of a Free School in this location will impact on the operation and intake of the nearby schools of Westwood, Tile Hill Wood and Woodlands Academies and the WMG Academy for Young Engineers.

2. Options considered and recommended proposal

- 2.1 The sale of the Council's freehold interest in the site of the Land Registry building on Torrington Avenue follows a previous resolution by Cabinet to dispose of ground leased assets where there is no strategic reason or financial justification for retention. The capital receipt will be used to pay off debt thus realising an annual revenue benefit as part of Strategic Property Review targets to the Medium Term Financial Forecast.
- 2.2 The terms agreed for this disposal have been negotiated by the Council's appointed agent. They have confirmed that the consideration represents the best that can be obtained in the current market, thus satisfying the Council's obligations under Section 123 of the Local Government Act 1972 to obtain the best price reasonably obtainable.
- 2.3 Not to dispose of the freehold interest is an option for the Council. From a financial position this is not recommended as this would result in a loss of a capital receipt and no revenue benefit as there will be no reduction in debt servicing costs.
- 2.4 Not to dispose of the freehold interest would mean that the building could not be used as a Free School as this use is not permitted under the terms of the current ground lease to the Land Registry.

3. Results of consultation undertaken

- 3.1 Under Section 9 of the 2010 Academies Act the Secretary of State must take into account what the likely impact of establishing the additional school will be on maintained schools, academies, institutions within the further education sector and alternative provision in the area in which the additional school is (or is proposed to be) situated. The DFE wrote to the Council on 7th January 2015 inviting comments on the proposal.
- 3.2 Free schools are legally Academies and as such subject to the consultation requirements set out in Section 10 of the 2010 Academies Act and therefore should 'consult such persons as the person thinks appropriate' on 'whether the arrangements should be entered into.'
- 3.3 In this case, the 'Academy arrangements' refer to the Funding Agreement which the Academy Trust needs to enter into with the Secretary of State, before a Free School can open. This is essentially a form of contract, which sets out the conditions under which a Free School will be funded by the Education Funding Agency (EFA).
- 3.4 The Section 10 Finham Park 2 consultation ran from 8 December 2014 until 30 January 2015 inclusive and provided an opportunity for key stakeholders to feedback via the website and through attendance at 'drop in' sessions. All responses received were considered by the Trust directors, which were then submitted to the Secretary of State in order to allow her to consider as she drew up the Funding Agreement for the school.
- 3.5 The City Council responded that additional secondary Year 7 places were not required until September 2018 and the short to medium term impact on three neighbouring schools – Tile Hill Wood, Woodlands and Westwood – which are academies. It was further noted that should the proposal be approved, then the Governing Bodies of each of the schools would need to prepare a plan to effectively manage/mitigate the impact of a reduced intake over the next 4 years because it was the City Council's view that they will continue to be an essential part of school provision in the south west of the city. The response also acknowledged the high quality of provision that the current

Finham Park School provides and partnership working with the Local Authority in supporting other schools to raise standards.

- 3.6 The Cabinet Member for Education also considered a report on 10th March 2015 which again set out the Council's position with regards to the proposal in response to an e-petition which stated that "We require the council to provide information in support of this petition regarding the negative impact Finham Park 2 will have on surrounding schools, the council will then supply this information to the Secretary of State under Section 9 of the Academies Act 2010."

4. Timetable for implementing this decision

Subject to Cabinet approval the agreed terms provide for completion of the sale by 29th February 2016.

5. Comments from the Executive Director of Resources

5.1 Financial implications

- 5.1.1 This report proposes to use disposal proceeds to offset current debt and or future debt repayments.
- 5.1.2 The estimated net annual return will contribute towards the FSR "Strategic Review of Property" target and the approved Council budget.

5.2 Legal implications

- 5.2.1 Officers have verified that the capital receipt represents the best value reasonably obtainable and satisfies the Council's requirements set out in section 123 of the Local Government Act 1972. The Council's appointed agent also confirms that the consideration meets best value under Section 123.

6. Other 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)?

- 6.1.1 The savings outlined will contribute to the Council maintaining a balanced budget into the medium term thus preserving services for the people of Coventry.
- 6.1.2 In the long term, the establishment of Finham Park 2 will assist the City Council to fulfil its statutory responsibilities regarding the provision of school places.

6.2 How is risk being managed?

- 6.2.1 The proposals contained within this report are to mitigate against the risks of the Council being unable to maintain a balanced budget.

6.3 What is the impact on the organisation?

- 6.3.1 The impact to the organisation will be minimal but it will generate additional work for officers within Place and Resources Directorates.

6.4 Equalities / EIA

6.4.1 An equality impact assessment is a process designed to ensure that a policy project or service does not discriminate against any disadvantaged or vulnerable people. Section 149 of the Equality Act 2010 imposes an obligation on Local Authorities to carry out an equality impact assessment when the local authority is exercising a public function.

6.4.2 An equality impact assessment has not been undertaken by officers as the proposal set out in this report relates to the granting of or the creation of a legal interest in the land and does not constitute a change in service delivery policy or the exercise of a public function.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

There are no implications for any partner organisations.

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

Graham Stephens - Head of Commercial Property Management

Directorate:

Place Directorate

Tel and email contact:

024 76832577 Graham Stephens

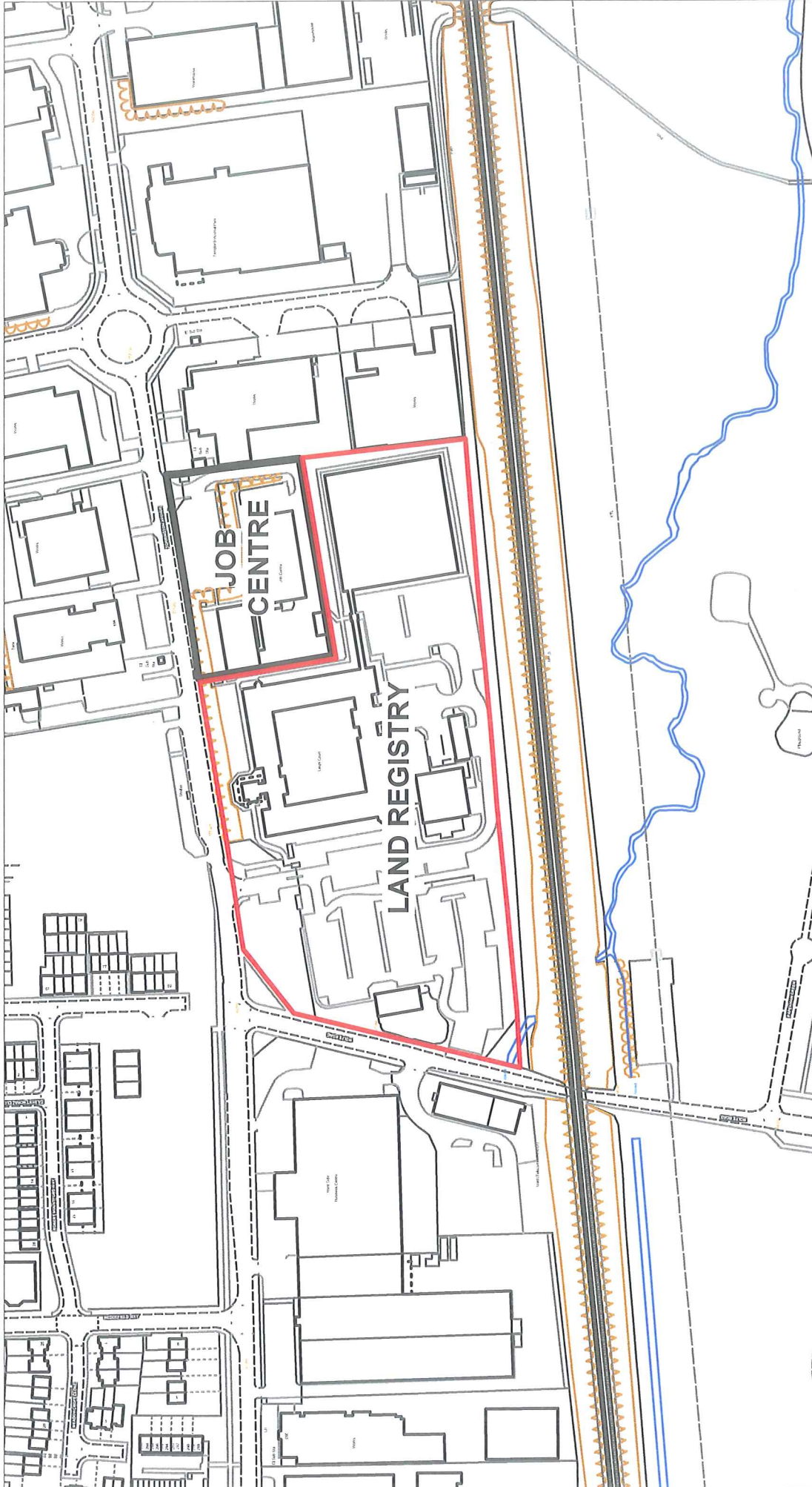
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Nigel Clews	Assistant Director Property Asset Management	Place	16 th October	19 th , 21 st and 26 th October
Lara Knight	Governance Services Co-ordinator	Resources	28 th October	29 th October
Other members				
Names of approvers for submission: (officers and members)				
Finance: Mark Williams	Lead Accountant - Business Partner	Resources	19 th October	20 th October
Legal: Julie Sprayson	Property Lawyer Place Team	Resources	19 th October	20 th October
Tracy Miller	Head of Planning	Place	19 th October	
Ashley Simpson	Head of Schools Capital Strategy & Premises Services	Place	19 th October	20 th October
Kirston Nelson	Director of Education, Adult Education & Libraries	People	19 th October	
Martin Yardley	Executive Director - Place	Place	26 th October	27 th October

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COMMERCIAL PROPERTY MANAGEMENT
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COVENTRY CV1 2PY
024 7683 2799



PLAN B

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Cabinet

26th November 2015

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor Mrs A Lucas

Director approving submission of the report:

Executive Director of Resources

Ward(s) affected:

N/A

Title:

Outstanding Issues

Is this a key decision?

No

Executive summary:

This report is to identify those issues on which further reports have been requested or are outstanding so that Members are aware of them and can monitor their progress.

Recommendations:

The Cabinet are recommended to consider the list of outstanding items as set out below and to ask the Member of the Management Board concerned 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?

N/A

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:
Outstanding Issues

1. Context (or background)

- 1.1 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.
- 1.2 The Table appended to the report outlines items where a report back has been requested to a future Cabinet meeting, along with the anticipated date for further consideration of the issue.
- 1.3 Where a request has been made to delay the consideration of the report back, the proposed revised date is identified, along with the reason for the request.

2. Options considered and recommended proposal

- 2.1 N/A

3. Results of consultation undertaken

- 3.1 N/A

4. Timetable for implementing this decision

- 4.1 N/A

5. Comments from Executive Director of Resources

- 5.1 Financial implications

N/A

- 5.2 Legal implications

N/A

6. Other implications

- 6.1 **How will this contribute to achievement of the council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Coventry Sustainable Communities Strategy?**

N/A

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

This report will be considered and monitored at each meeting of the Cabinet

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

N/A

6.4 Equalities / EIA

N/A

6.5 Implications for (or impact on) the environment

N/A

6.6 Implications for partner organisations?

N/A

Report author(s):

Name and job title:

Lara Knight, Governance Services Team Leader

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:				
Names of approvers: (officers and Members)				

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	Subject	Minute Reference and Date Originally Considered	Date For Further Consideration	Responsible Officer	Proposed Amendment To Date For Consideration	Reason For Request To Delay Submission Of Report
1.	UK City of Culture 2021 Bid To receive updates on the progress in developing the bid.	Minute 20/15 7 th July 2015	December 2015 June 2016 December 2016	Martin Yardley / David Nuttall		
2.	Local Council Tax Support Scheme To receive results of consultation and final proposals on new scheme.	Minute 28/15 11 th August 2015	January 2016	Tim Savill		
3.	Improving Accommodation for Older People To receive results of consultation and final proposals for improving accommodation for older people	Minute 29/15 11 th August 2015	January 2016	Pete Fahy / Gemma Tate		
4.	Reduction in Grants to External Organisations To received results of consultation and final proposals for reductions in grants to external organisations.	Minute 51/15 6 th October 2015	January 2016	Paul Jennings		

* identifies items where a report is on the agenda for your meeting.

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