



Cabinet Member for Strategic Finance and Resources

Time and Date

10.00 am on Thursday, 21st July, 2016

Place

Committee Room 2 - Council House

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes**
 - (a) To note the minutes of the meeting held on 7 March 2016 (Pages 3 - 6)
 - (b) Matters Arising
4. **12 month (April 2015 - March 2016) Cumulative Sickness Absence 2015/2016** (Pages 7 - 26)

Report of the Executive Director of Resources
5. **Agency Workers and Interim Managers - Performance Management Report Q4 (1 January to 31 March 2016) with a final summary of 2015/16 compared with 2014/15** (Pages 27 - 40)

Report of the Executive Director of Resources
6. **Apprenticeship Strategy** (Pages 41 - 70)

Report of the Executive Director of Resources
7. **Transition Fund Awards** (Pages 71 - 78)

Report of the Executive Director of People
8. **Final Hospitality Statement and Charity Appeal for the Lord Mayoralty of Councillor Michael Hammon 2015/2016** (Pages 79 - 86)

Report of the Executive Director of Resources
9. **Outstanding Issues Report** (Pages 87 - 90)

Report of the Executive Director of Resources

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

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Wednesday, 13 July 2016

Note: The person to contact about the agenda and documents for this meeting is Gurdip Paddan Tel: 024 7683 3075

Membership: Councillor J Mutton (Cabinet Member)

By invitation Councillor T Sawdon (Shadow Cabinet Member)

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

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

Gurdip Paddan, Governance Services Officer

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Coventry City Council
Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources
held at 2.00 pm on Monday, 7 March 2016

Present:

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

Employees:

Resources: J Bilen, P Johnson, U Patel

Public Business

32. Declarations of Interest

There were no declarations of interest.

33. Minutes of Previous Meeting

The minutes of the Cabinet Member for Strategic Finance and Resources meeting held on 18 January 2016 were signed as a true record. There were no matters arising.

34. 9 month (April-December 2015) Cumulative Sickness Absence 2015-2016

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the 9 month (April to December 2015) cumulative sickness absence levels. The report enabled the Cabinet Member to monitor the levels of sickness absence for that period and the actions being taken to manage absence and promote health at work across the City Council. The report provided cumulative sickness absence figures for the Council and individual Directorates.

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

The report indicated that a comparison of Quarter 3 (2015/2016) out turn with last years in the same period (2014/2015) revealed a downward trend in that there was a reduction in the occurrences of absence, total days lost, working hours lost and cost of absence. Furthermore, stress had decreased as had the number of days lost due to musculo-skeletal, cold, flu, chest, respiratory and chest infections. And the occurrence of stomach, liver and gastroenteritis has also reduced in the same period.

In July 2015, the Cabinet Member had requested that an audit be undertaken to ensure that sickness absence procedures were being followed across the Council (excluding schools). The audit was completed in December 2015 and key findings

indicated that in over 90% of absences, the sickness absence procedures were followed. A breakdown of the key findings of the audit was detailed in the report.

The Cabinet Member requested that figures on sickness absence reporting be collected on annual basis to allow for a baseline to be set for future comparisons and monitoring purposes.

RESOLVED that the Cabinet Member for Strategic Finance and Resources notes the report providing sickness absence data for the 9 month period of April to December 2015 and endorses the actions taken to monitor and manage sickness.

35. **Agency Workers and Interim Managers - Performance Management Report Q3 (1 October to 31 December 2015)**

The Cabinet Member considered a report of the Executive Director of Resources which provided performance information on the use of agency workers procured through the Master Vendor Contract for the Q3 period 1 October to 31 December 2015; to compare Q3 2015/2016 with Q2 2015/2016 expenditure. The report also provided information on interim manager spends for the same periods which were now procured through National Framework Agreement RM692 along with any additional off contract spends across the authority.

The Master Vendor contract required all agency workers to be ordered through the Master Vendor, Pertemps and came into force on 2 December 2013. The information supplied by the Master Vendor on the agency spends gives detailed information on agency worker usage and spends. The Master Vendor Contract covered all agency workers with the exception of interim managers for HAY Graded posts and agency workers in schools.

The data indicated an increase in agency spend in each of the three main directorates, People, Place and Resources. The report provided further information on the extra spends. There were no unauthorised contract spends identified in Q3.

The Cabinet Member requested a breakdown of data in relation to the spend on Pertemps Agency Contract within the People Directorate. Officers undertook to forward the information to him.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

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

36. **Outstanding Issues Report**

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

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

There were no urgent items of business.

(Meeting closed at 2.25 pm)

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Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title:

12 month (April 2015 – March 2016) Cumulative Sickness Absence 2015/2016

Is this a key decision?

No

Executive Summary:

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

- Levels of sickness absence for the 12 month period of 2015/2016.
- The actions being taken to manage absence and promote health at work across the City Council.

Recommendations:

Cabinet Member for Strategic Finance and Resources is asked to receive this report providing sickness absence data for the 12 month period of 1 April 2015 – 31 March 2016 and endorse the actions taken to monitor and manage sickness.

List of Appendices included:

- Appendix 1 Coventry City Council – Days Lost per FTE 2004 - 2016
- Appendix 2 Directorate Summary Out-turn 2015 / 2016 vs. 2014 / 2015
- Appendix 3 Coventry City Council Reasons for Absence (2015 / 2016)
- Appendix 4 Days Lost per FTE, by Directorate (2015 / 2016)
- Appendix 5 Coventry City Council Percentage Breakdown of Absence (2015 / 2016)
- Appendix 6 Coventry City Council Spread of Sickness Absence, by Length of Days (2015 / 2016)
- Appendix 7 & 8 Summary of Occupational Health & Counselling Services Activities Undertaken (2015 / 2016)

Other useful background papers:

None.

Has it or will it be considered by Scrutiny?

No.

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

No

Will this report go to Council?

No.

Report title: 12 month (April 2015 – March 2016) Cumulative Sickness Absence 2015/2016

1. Context (or background)

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

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

1.3 Performance and Projections

FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2015/16 - Quarter 4	8.52	9.64	4.54
2014/15 - Quarter 4	9.40	10.14	6.86

Annual FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2015/16 Outturn	8.52	9.64	4.54
2015/16 Target	8.50	9.14	6.30

1.4 Reasons for Absence

1.4.1 Appendix 3 Illustrates that:

- The most occasions of sickness absence across the City Council in April 2015 – March 2016 is Infections, Colds and Flu accounting for **3,112** occasions. The amount of time lost through Infections, Colds and Flu was **7260.24** days.
- The amount of time lost through Stress, Depression, and Anxiety was **16,174.52** days, making it the highest cause of time lost. However, it is not possible to differentiate between personal stress and work related stress.
- The second, third and fourth most prevalent reasons for time lost due to sickness absence were Other Musculo-Skeletal Problems **14,261.97** days (**1090** occasions); Stomach, Liver and Gastroenteritis **7370.85** days (**2916** occasions) and Infections, Colds and Flu **7260.24** days (**3112** occasions)

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

- 2008/2009 out turn was **11.44** (average sick days lost per full time equivalent employee).
- 2009/2010 out turn was **10.37** days (average sick days lost per full time equivalent employee).
- 2010/2011 out turn was **10.34** days (average sick days lost per full time equivalent employee).
- 2011/2012 out turn was **9.13** days (average sick days lost per full time equivalent employee).
- 2012/2013 out turn was **9.53** days (average sick days lost per full time equivalent employee).
- 2013/2014 out turn was **9.14** days (average sick days lost per full time equivalent employee).
- 2014/2015 out turn was **9.40** days (average sick days lost per full time equivalent employee).
- 2015/2016 out turn was **8.51** days (average sick days lost per full time equivalent employee).

1.4.3 When comparing Quarter 4 (2015/16) out turn with last years in the same period (2014/15), it reveals that:-

- Reduction in the number of the occurrences of absence by **3076** based on comparison with the same period last year.
- Reduction in the total days lost per FTE by **12,269.77** days based on comparison with the same period last year.
- Reduction of **86,315.04** working hours' lost based on comparison with the same period last year out-turn.
- Reduction of **1,131,076.63** in respect of cost of absence based on comparison with the same period last year.
- Stress has reduced by **1545.29** days and by **151** occasions based on comparison with the same period last year.
- Muscolo-Skeletal absence has reduced **1468.10** days and by **143** occasions based on comparison with the same period last year.
- Infection, Colds and Flu has reduced by **2306.24** days with and by **868** occasions, based on comparison with the same period last year.

- Chest, Respiratory, Chest Infection has reduced by **634.22** days and by **120** occasions, based on comparison with the same period last year.
- Stomach, Liver, Gastroenteritis has reduced by **2128.83** days and by **901 occasions**, based on comparison with the same period last year.

1.4.4 The data provided within Appendices 2 and 4 reflects the new Directorates and establishments (The implementation of the Resources, People and Place Directorates). Therefore, due to the change in the structures and composition of Directorates, an accurate evaluation against last year's performance/statistics may not be directly comparable.

1.5 Frequent and Long Term Absence

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

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

1.6 Promoting Health at Work Corporate Procedure

1.6.1 During 2015 / 2016 a total of **28** employees left the Council's employment in accordance with the Promoting Health at Work Corporate Procedure. **15** employees left due to the ill health retirement and **12** where the City Council could not continue to sustain the level of sickness absence.

2. Options considered and recommended proposal

2.1 Activities during Quarter 4 from the HR Health & Wellbeing Team

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

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

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

- Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about an employees continued employment.

- A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.
 - Training is provided to managers to support dealing with both practical and procedural issues. An ongoing programme of training is taking place across the Council as a whole. This includes receiving the absence phone call, conducting effective Return to Work Interviews, supporting Disabled Employees and understanding the rationale for making Reasonable Adjustments in the work place to facilitate an employee's return to work.
 - Training has allowed Managers the opportunity to refresh their knowledge and understanding of the Promoting Health at Work process.
 - The implementation of an intranet based absence toolkit '*Managing Absence - Your Guide*' along with a desk top icon for easy access. The purpose of the toolkit is to enable managers to deal with the routine "day to day" sickness absence management tasks. The toolkit contains a number of simple and easy to use guides. The toolkit also provides detailed FAQs, 'how to guides' and some straightforward 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.
- 2.1.4 A number of service areas across the Council hold regular 'performance summits / clinics' on a monthly, quarterly or as needed basis. These incorporate both the management of sickness cases as well as areas of performance concerns, which in some cases have a direct link.
- 2.1.5 These serve as a useful mechanism to safeguard the general well-being of the organisation ensuring performance and attendance are well-managed for all parties. This guarantees absence levels remain a high priority with the aim to reduce these levels for the Council and to enable services to be cost-effectively delivered to the public.
- 2.1.6 The purpose of 'performance clinics', are to provide an opportunity for Management with the relevant Head of Service / Assistant Director, to review sickness and performance cases within a given area. This is to ensure cases are being addressed in a timely manner and are being robustly, consistently, fairly and appropriately managed through the application of the Promoting Health at Work process and other relevant processes.
- 2.1.7 The clinics provide an opportunity for Managers to share good practice and experience in managing absence levels, as well as to gain further advice, support and updates on changes to procedure and support the Council can provide to its employees and Managers, from their Lead HR Representative, HR Health & Wellbeing Team and HR Representative Performance Team.
- 2.1.8 One of the particular key benefits of performance clinics has been to identify hotspot areas, or key issues/reasons for absence within service areas. This enables the advice, support and resources to be tailored to ensure these issues

are addressed and managed and that our employees are appropriately supported. This has proved to be very useful in making a positive impact in the working environments and on attendance levels.

2.1.9 At the request of the Cabinet Member I can confirm that there is no outstanding casework from absence triggers generated from Quarter 4.

2.2 Talking Health, Safety and Wellbeing

2.2.1 The primary aim of the initiative is to act as central source of information and encourage Council employees to get Fit and Healthy.

2.2.2 The initiative has delivered the following events in Quarter 4:

- Talking Health, Safety and Wellbeing articles are being published weekly on a Wednesday, in the Beacon daily communication. Some of articles are featured below:
- The first article, which looked at needle stick injuries and safe working, was accessed 450 times.
- Sing up, it's healthy - Looked at how singing can improve your health, and was accessed 228 times.
- Sleeping's so underrated – Looked at how a good night's sleep makes for better mental wellbeing, and was accessed 742 times.
- Phew that was lucky! – Looked at highlighting the need to report near misses in the workplaces, and was accessed 488 times.
- Tasty tips to help fight the pounds whilst quitting – Looked at how to prevent piling on the pounds when quitting smoking, and was accessed 314 times

2.3 Activities during Quarter 4 from the Occupational Health Team

- The Fast Care Musculoskeletal Clinics continue to be effective in reducing the impact of MSK related ill health. From closed cases a significant percentage improvement was demonstrated, showing a positive impact on musculoskeletal problems within the organization
- The Ergonomic Assessors continue to support the Kickstart workplace moves, enabling MSK issues to be dealt with immediately. The Occupational Health Service is also facilitating the replacement of office seating where required.
- The Cancer Buddy Programme continues to offer support to employees experiencing cancer, either directly or indirectly.

- Macmillan Cancer Awareness training for managers took place in Q4 to raise manager's awareness of support available to employees with cancer. 22 managers took part.
- The Occupational Health, Safety and Wellbeing Service provided a significant contribution to the Council achieving the Workplace Wellbeing Charter Award in April 2016.
- The Mandatory Workplace Mental Wellbeing Audit Programme has increased the number of audits being carried out, providing additional support for managers and employees in managing stress in the workplace. The school Audit Programme commenced on 1st April 2016.
- The Single Point Access Tools for Occupational Health, Health and Safety and Mental Wellbeing have been made available on Beacon, for ease of access to key information, including policies, and guidelines
- No Smoking Day took place on the 9th March 2016. Employees were able to 'drop in' to the Occupational Health unit to collect information and book appointments to access the smoking cessation service.
- The Mental Wellbeing at Work, resilience focused e-learning, which looks at maintaining mental wellbeing from a managers, employees and organisational perspective, was finalised and is to be made available on the e-learning system and promoted to employees in Q1.
- Two 'Emotional Support Groups' took place this quarter for social workers.
- Focus groups and training took place for supervisors and team leaders in both the Place and People Directorates following Mental Wellbeing Workplace Audits.
- Anxiety management support has been provided to employees in the People Directorate who are involved in the administration of medicines.

2.4 Targets 2016 / 2017

Detailed below are the targets 2016 / 2017.

Directorate	Target 2016 / 2017
Chief Executive	2
People	10.95
People Teachers	4.56
People School Support	7.55
Place	9.30
Resources	8.00
Coventry City Council	8

2.5 Comparison Information

Coventry City Council has collected sickness out turn data for 2015/16 for the other West Midlands Metropolitan Authorities.

West Midlands Metropolitan Authority	Days Lost per FTE
Wolverhampton	10.3 **
Coventry	10.21**
Solihull	10.31**
Dudley	12.04**

**** Outturn does not include absence for schools.**

3. Results of consultation undertaken

No consultation has been undertaken.

4. Timetable for implementing this decision

None.

5. Comments from Executive Director of Resources

5.1 Financial implications

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

5.2 Legal implications

There are no legal implications resulting from this report.

6. Other implications

There are no other specific implications.

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

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

6.2 How is risk being managed?

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

6.3 What is the impact on the organisation?

Human Resources

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

Information and Communication Technology

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

Trade Union Consultation

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

6.4 Equalities/EIA

The application of the sickness absence management processes are continually reviewed to ensure compliance with the Council's duty under Section 149 of the Equality Act 2010. No equality impact assessment has been carried out as the recommendations do not constitute a change in service or policy.

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

None.

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

Jaz Bilen, HR Business Partner

Directorate:

Resources

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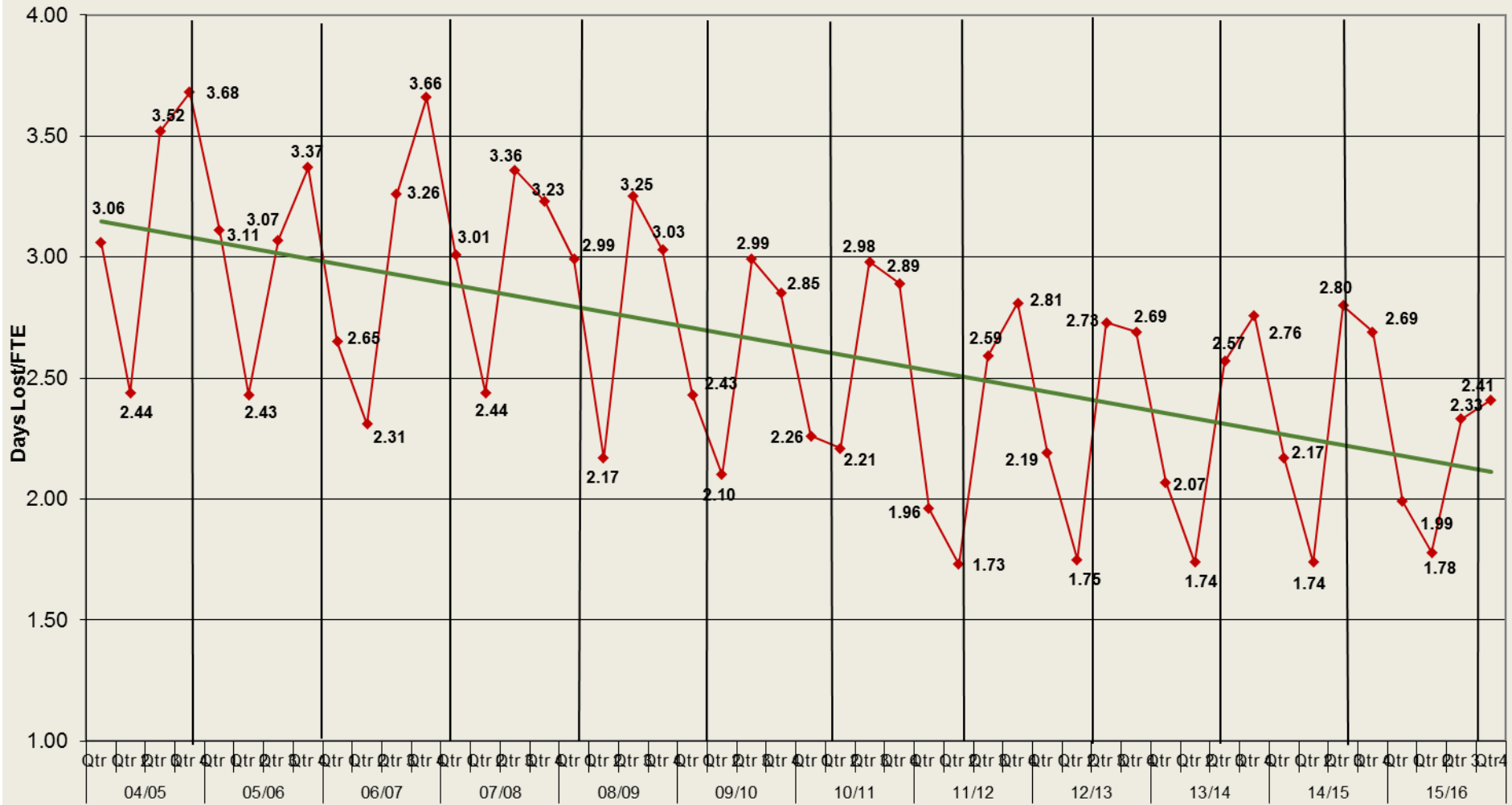
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Wilma Green	Senior Job Analyst	Resources	14/06/16	17/06/16
Angie White	Occupational Health & Safety Manager	Resources	14/06/16	17/06/16
Louise Hughes	Senior Accountant	Resources	14/06/16	17/06/16
Gurdip Paddan	Governance Services Officer	Resources	14/06/16	17/06/16
Names of approvers: (officers and members)				
Barbara Barrett	Head of Operational HR	Resources	14/06/16	17/06/16
Julie Newman	Children & Adult Legal Service Manager	Resources	14/06/16	14/06/16
Councillor Mutton	Cabinet Member	Coventry City Council	20/06/16	
Chris West	Executive Director	Resources	14/06/16	17/06/16

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www.coventry.gov.uk/meetings

Coventry City Council
Days Lost per FTE
2004 - 2016



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

2015/2016	2014/2015	Annual Target 2015/2016
8.51	9.40	8.5

This demonstrates an reduction of 0.89 days per FTE compared to 2014/15.

Chief Executive's Directorate

2015/2016	2014/2015	Annual Target 2015/2016
0.90	2.38	5.0

This demonstrates a reduction of 1.48 days per FTE compared to 2014/15.

Place Directorate

2015/2016	2014/2015	Annual Target 2015/2016
9.66	10.49	10.4

This demonstrates a reduction of 0.83 days per FTE compared to 2014/15.

People Directorate

2015/2016	2014/2015	Annual Target 2015/2016
12.00	10.60	9.5

This demonstrates an increase of 1.4 days per FTE compared to 2014/15.

Teachers in Schools

2015/2016	2014/2015	Annual Target 2015/2016
4.54	6.86	6.3

This demonstrates a reduction of 2.32 days per FTE compared to 2014/15.

Support Staff in Schools

2015/2016	2014/2015	Annual Target 2015/2016
8.13	9.92	9

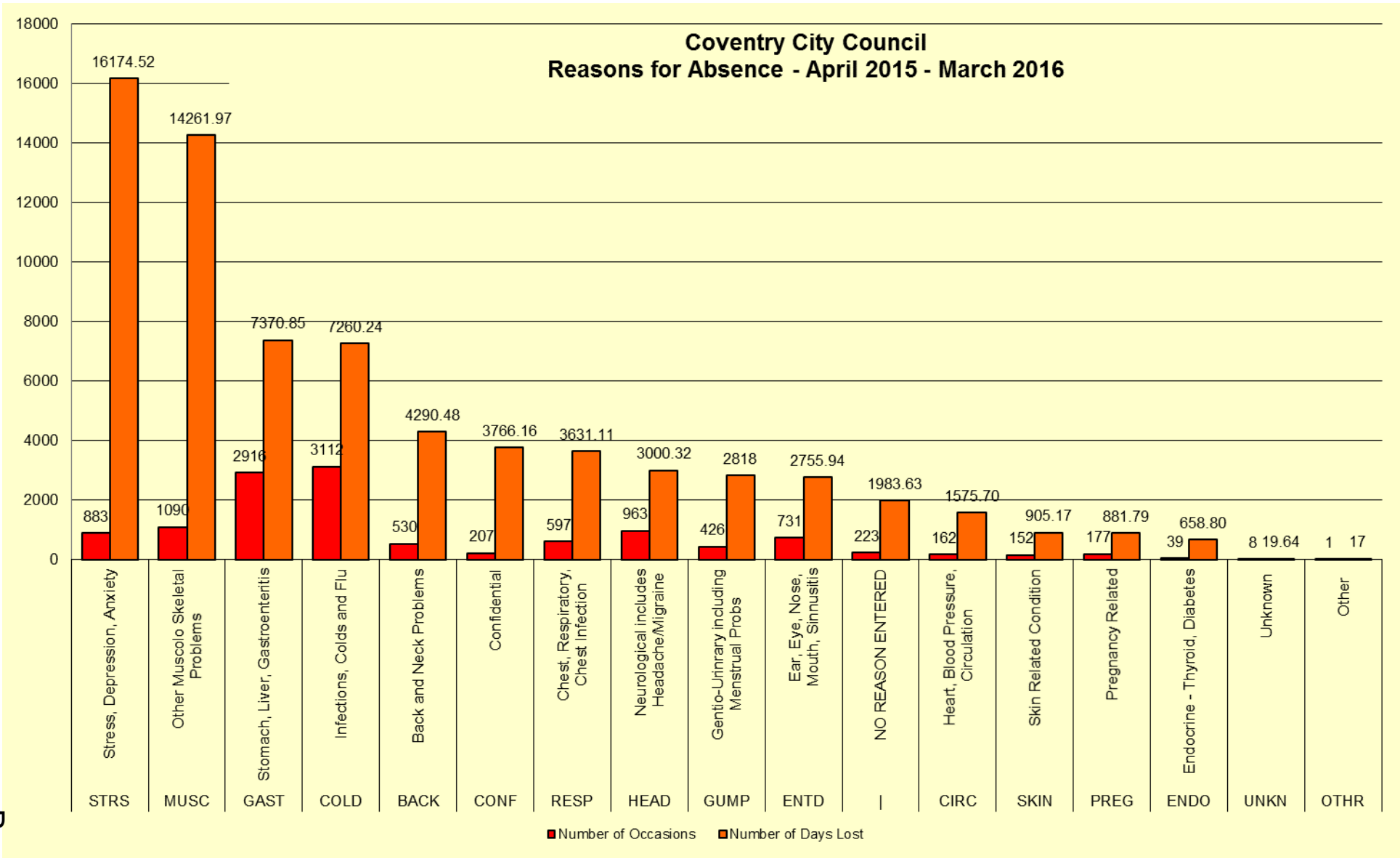
This demonstrates a reduction of 1.79 days per FTE compared to 2014/15.

Resources Directorate

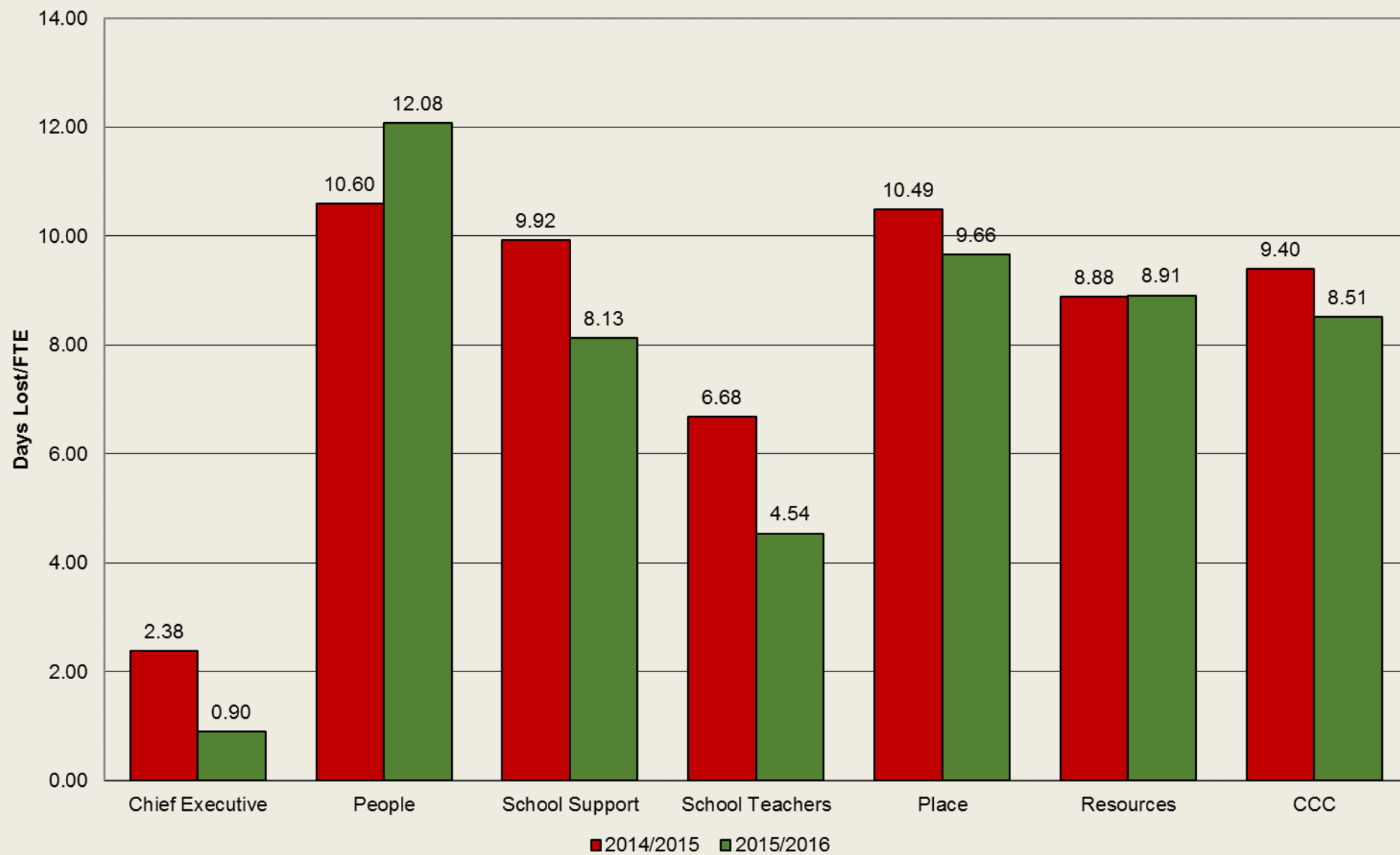
2015/2016	2014/2015	Annual Target 2015/2016
8.91	8.88	7.5

This demonstrates an increase of 0.03 days per FTE compared to 2014/15.

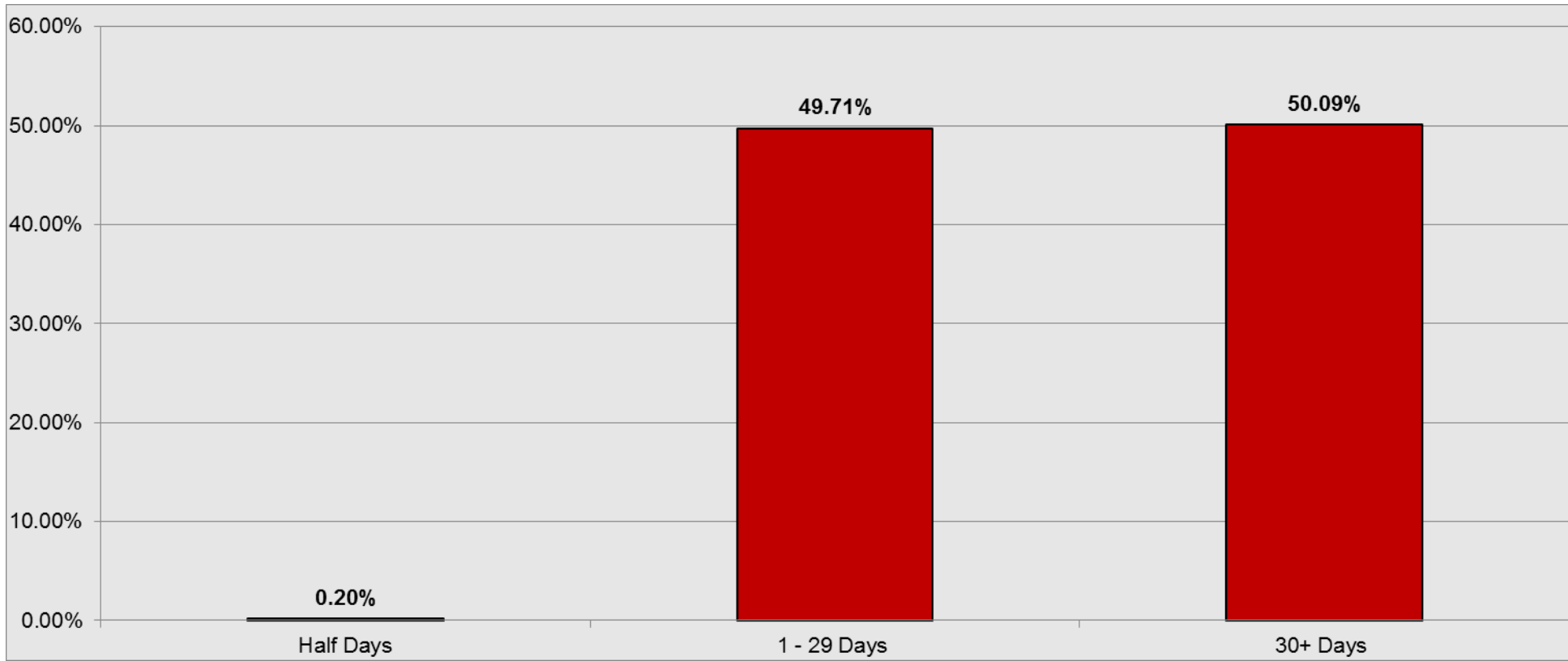
Due to the change in the structures and composition of Directorates, an accurate evaluation against last year's performance / statistics is not always directly comparable.



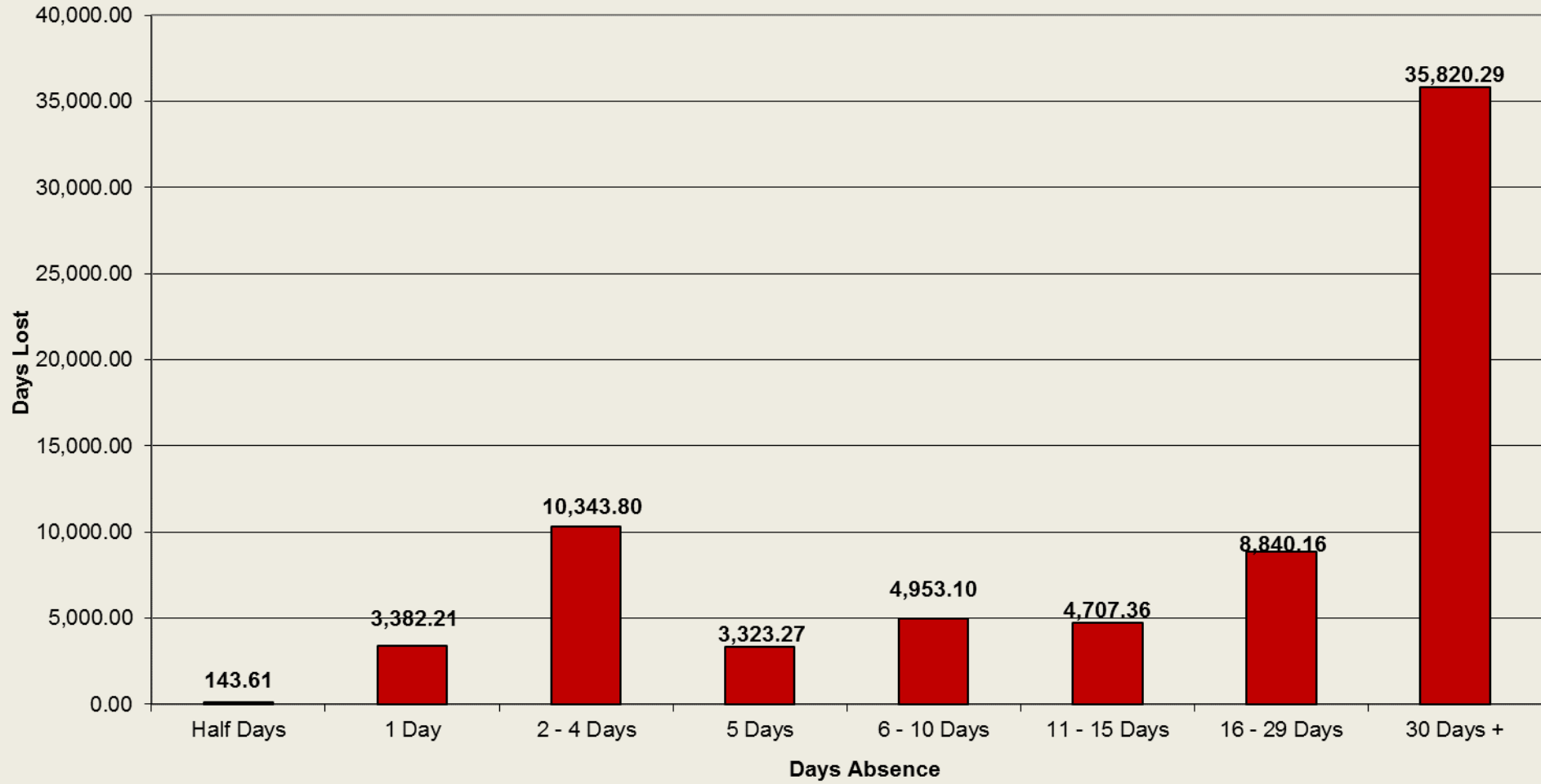
2014/2015 vs. 2015/2016 - Days Lost Per FTE



Coventry City Council
April 2015 – March 2016
Sickness Absence – Percentage Breakdown



Coventry City Council Spread of Sickness Absence April 2015 - March 2016



OCCUPATIONAL HEALTH
Promoting Health at Work Statistics
1st April 2015 – 31st March 2016 (Q4)

Occupational Health Activity	April- June 2015	July- September 2015	October- December 2015	January- March 2016	Total for Year
Pre-Employment health assessments	205	206	197	87	695
<p>January - March 2016 From the 87 pre-employment assessments, 38 required additional advice and guidance to be given to the employing manager. 88% of pre-employment forms were processed within 3 working days 100% clearance slips were returned to the Recruitment Team/School within 3 working days</p>					
Sickness absence health assessments and reviews including case conferences	358	463	424	426	1671
Ill health conditions reported/investigated as work related, including workplace assessments	69	65	59	45	238
<p>January - March 2016 Ill health condition reported as work related (breakdown): 20 musculoskeletal; 8 mental health/depression; 17 stress related. Referrals to support services, work place assessments and case conferences were part of the health management plan. Advice on workplace adjustments, medical redeployment and ill health retirement were also given. 100% of employee ill health referral forms processed within 3 working days 83% reports sent to HR/schools within 3 working days</p>					
Vision screening and other surveillance procedures including vaccinations	80	128	52	72	332
<p>January - March 2016 From the 72 screenings which took place 42 required additional intervention to prevent a deterioration in health and maintain the employee in work.</p>					
Healthy Lifestyles screens and follow up appointments	129	110	74	89	402
<p>January - March 2016 56 were NHS Health Checks aimed at individuals between 40 and 75 years of age who are registered with a Coventry GP From the initial healthy lifestyle screens, 42 were identified as having previously unidentified health problems and required a follow up appointment at the OHU or referral to their GP.</p>					

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

COUNSELLING SERVICE
Promoting Health at Work Statistics
1st April 2015 – 31st March 2016

Counselling and Wellbeing Activity	Apr – Jun 2015	Jul – Sep 2015	Oct – Dec 2015	Jan – Mar 2016	Total for Year
New referrals for counselling	98	91	99	137	425
Counselling sessions	624	646	586	423	2279
Numbers trained in managing mental health, stress and interpersonal issues in the workplace	11	182	44	22	259
Stress Risk Assessments (number of employees involved)	16	159	679	1691	2545
Service evaluation					
Number of employees completing questionnaire	42	45	16	31	134
Counselling helped avoid time off work (not on sick leave)	28	26	14	25	93
Counselling helped early return to work (on sick leave when counselling started)	8	6	2	5	21
Did not affect sickness absence	6	13	0	1	20

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



Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

All

Title:

Agency Workers and Interim Managers – Performance Management Report Q4 (1 January to 31 March 2016) with a final summary of 2015/16 compared with 2014/15.

Is this a key decision?

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

Executive Summary:

The purpose of this report is to provide the Cabinet Member with performance information on the use of agency workers procured through the Master Vendor Contract for the Q4 period 1 January to 31 March 2016; to compare Q4 2015/16 with Q3 2015/16 expenditure. To also compare the final figures on agency workers for 2015/16 with the previous year 2014/15. Finally to consider Interim Manager spends for the same periods.

Recommendations:

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

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

List of Appendices included:

The information attached in Appendix I shows the total expenditure on agency workers by Directorates for Q4 2015/16 for spends with the Master Vendor supplier, Pertemps.

The information attached in Appendix II show the justification of new orders placed by Directorates for agency workers during Q4 2015/16 for spends with Pertemps.

The information attached in Appendix III shows a summary of the usage of agency workers in Q4 2015/16

Other useful background papers:

None

Has it or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

No

Report title:

Agency Workers and Interim Managers – Performance Management Report Q4 (1 January to 31 March 2016) with a final summary of 2015/16 compared with 2014/15.

1. Context (or background)

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

Options considered and recommended proposal

The table in 2.1 below shows a comparison for Q3 for 2015/16 with Q4 2015/16 and indicates if there has been an increase or a decrease in spend. The Master Vendor Contract covers all agency workers with the exception of interim managers for HAY Graded posts and agency workers in schools.

2.1 Table for comparison with Q3 2015/16 and Q4 2015/16 Agency Spend.

Directorate	Spend Q3 2015/16	Spend Q4 2015/16	Increase/decrease
People Directorate	£1,674,509	£1,689,315	£14,806 Increase
Place Directorate	£111,977	£71,949	Decrease
Resources Directorate	£227,082	£127,570	Decrease
Chief Executives	£0	£0	--
TOTAL	£2,013,568	£1,888,837	Decrease

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

There is a small increase in spend this quarter of £14,806 (0.88%).

In this quarter, spend on Children's social workers is 80.6% of the agency spend by the directorate and 72% of the corporate spend on the Pertemps contract.

The cost of Children's Social Workers is being restrained by the West Midlands regional agreement which has now been in place for 12-months. This involves 14 local authorities and has the effect of capping the rates paid to all newly appointed agency social workers. The regional agreement was reviewed in Quarter 1. However, no immediate change in costs is anticipated as a result.

A recruitment campaign was launched in December 2015 working with a number of organisations. At the time of writing (09/06/2016) the numbers are:

	Have accepted offer	Of those accepted: have started
Experienced	9	0
Newly Qualified	1	1
Total	10	1

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

2.1.1 Table of Comparison of spends for agency workers between 2014/15 and 2015/16

Directorate	Spend 2014/15	Spend 2015/16	Increase/Decrease
People Directorate	£6,701,183	£6,721,392	Increase
Place Directorate	£412,203	£345,364	Decrease
Resources Directorate	£1,021,833	£786,993	Decrease
Chief Executives	£0	£0	--
TOTAL	£8,135,219	£7,853,749	Decrease

Decreases are shown on agency spend through the Master Vendor arrangement in Places and Resources Directorates and a small increase in the People Directorate.

2.2 Table for Comparison of Interim and authorised off contract spend on agency workers between Q3 2015/16 and Q4 2015/16

Directorate	Total Spends in Q3	Total Spends in Q4	Increase / Decrease in Spend
People	£123,981	£173,212	£49,231
Place	£1,613,340	£710,066	-£903,274
Resources	£13,150	£56,775	£43,625
TOTAL	£1,750,471	£940,053	-£810,418

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

There is an increase in off-contract spend for both People and Resources.

People Directorate

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

- Review & Quality Assurance
- Head of Children's Safeguarding
- Service Manager Fostering and Adoption
- Head of Service, Social Work and Family Intervention
- Improvement Partner
- Improvement Consultant

The majority of interims currently placed across the People Directorate are covering hard to recruit social work manager posts which reflect the difficulty in recruiting high calibre social work managers to Coventry. The Director of Children's Services is committed to reducing the reliance on agency and interim staff. Good progress has been made in recruiting social workers and reducing the reliance on agency social workers. Additional interim capacity is currently supporting service redesign and the development of an improved strategy for looked after children's placements. This improved strategy will improve outcomes for young people in the long term whilst reducing the overall spend on children's services. Once the service redesign is in place it is anticipated that the need for interim assignments will end.

Place Directorate

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

It should also be noted that the ERDF Grant funded public realm works have now finished and that all invoices relating to these works had to be defrayed by 31st December 2015, this would account for the rise in spend in December 2015 to meet this deadline, as any invoices paid after the deadline could not be included on the final grant claim. Hence the figure for Q3 was particularly large and the Q4 figure is at a more normal level.

Resources Directorate

There are two interims within Resources are both within the Pertemps contract.

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

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

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

Three members of staff have been engaged from Oyster Partnership in this quarter to support the Housing Options team whilst a number of staff had been off long term sick. The agency staff are delivering homeless on the night assessments whilst the team work through the volume of cases awaiting decisions. All staff are now returned from sick leave and the structure of the team is being assessed.

2.3 Unauthorised Off-Contract spends Q4 2015/16

During the quarter additional off-contract spend has been identified relating to the supply of Teachers and similar workers to central service areas within the People Directorate. The figures for Q4 and for the year are:

Service Area	Q4	Total for Yr
Performing Arts Service	£113,933	£258,539
Caludon / Wyken ELC	£7,524	£33,443
Behaviour Support - Primary Service	£5,101	£9,116
Behaviour Support - Primary Centres	£0	£218
Totals	£126,558	£301,316

These figures are not included in section 2.2 above.

As this expenditure is all related to children and schools, the arrangements will continue until the end of the academic year. In the coming weeks, the HR service will review the requirement for such agency workers and ensure that the requirements are co-ordinated so that we get the best deal.

3. Rebate

The cost of agency workers is made up of the pay rate for the work plus working time directive payments, national insurance payments and a margin or mark up to the agency. As part of the Master Vendor contract, fixed pay rates have been set corporately for each job category. Given that national insurance payments and the working time directive are fixed legislative requirements, Pertemp's procurement of agency workers is based on reducing agency mark ups in order to generate cashable savings. The rebate for quarter 4 is £309,293 compared with a quarter 3 rebate of £336,732. This reduction reflects the reduced level of activity on the Pertemps contact during the quarter.

The total rebate for 2015/16 was £1,312,879 compared with the 2014/15 figure of £1,446,724. Again, this reduction reflects the lower level of activity for the year.

4. Strategic Management Board Comment

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

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

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

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

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

5. Results of consultation undertaken

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

6. Timetable for implementing this decision

Not applicable

7. Comments from Executive Director, Resources

7.1 Financial implications

Quarterly monitoring of expenditure on agency workers will continue throughout the contract. The cost of agency workers for the current reporting period from the Pertemps system is £1,888,837 which equates to 4.8% of the overall wage bill for this quarter (excluding schools).

Pertemps operate a live management accounts system which places the cost of agency workers in the period the work took place rather than the period of time in which the Council was billed for or paid the related invoices. The system shows the volume of agency activity/usage in a particular quarter irrespective of when invoices are paid. Therefore this information will be different from that which has gone through the Council's financial systems during Q4.

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

7.2 Legal implications

There are no specific legal implications associated with this report.

8. Other implications

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

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

8.2 How is risk being managed?

No risks identified

8.3 What is the impact on the organisation?

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

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

Human Resources are proactively supporting managers to reduce agency spend.

8.4 Equalities / EIA

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

8.5 Implications for (or impact on) the environment

None

8.6 Implications for partner organisations?

None

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Resources Directorate

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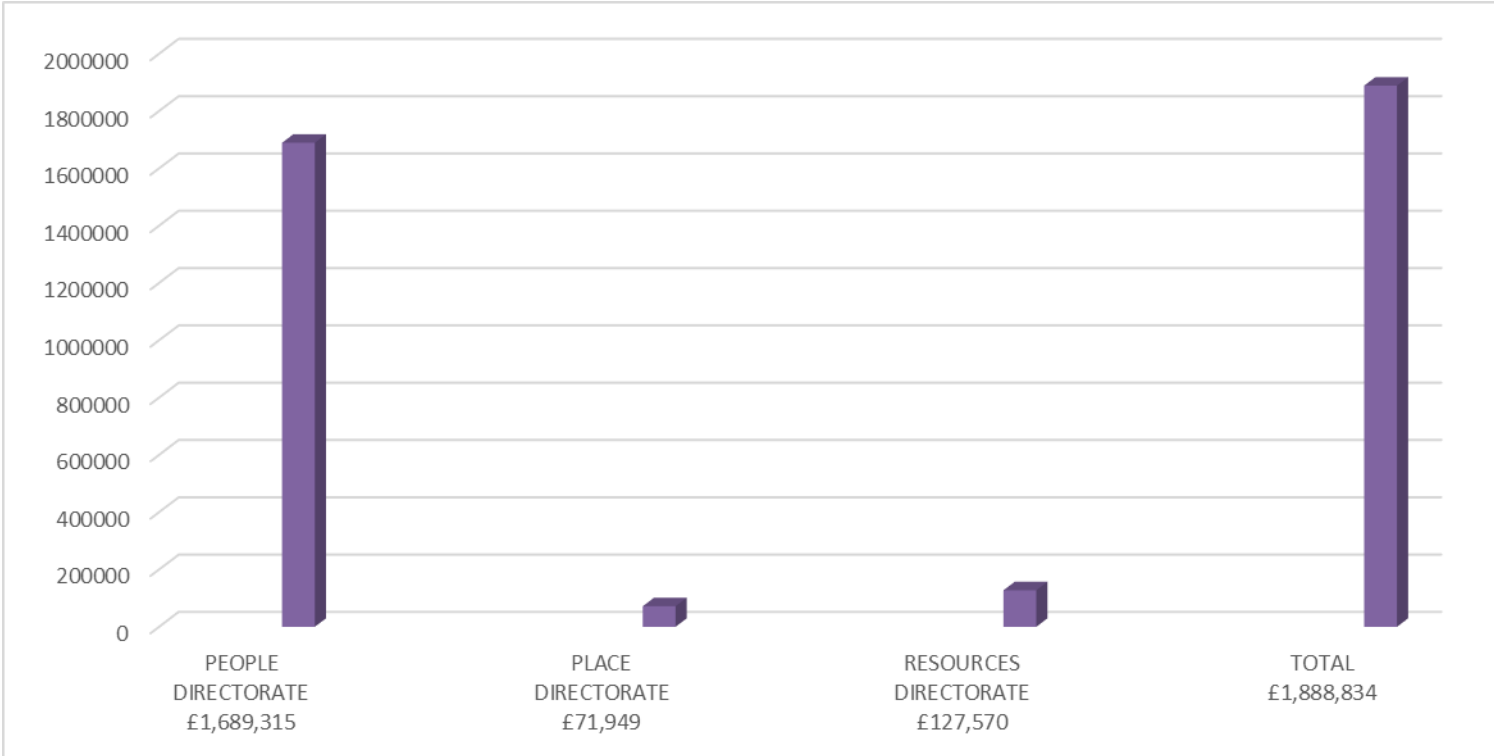
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Member: Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		20/06/2016	

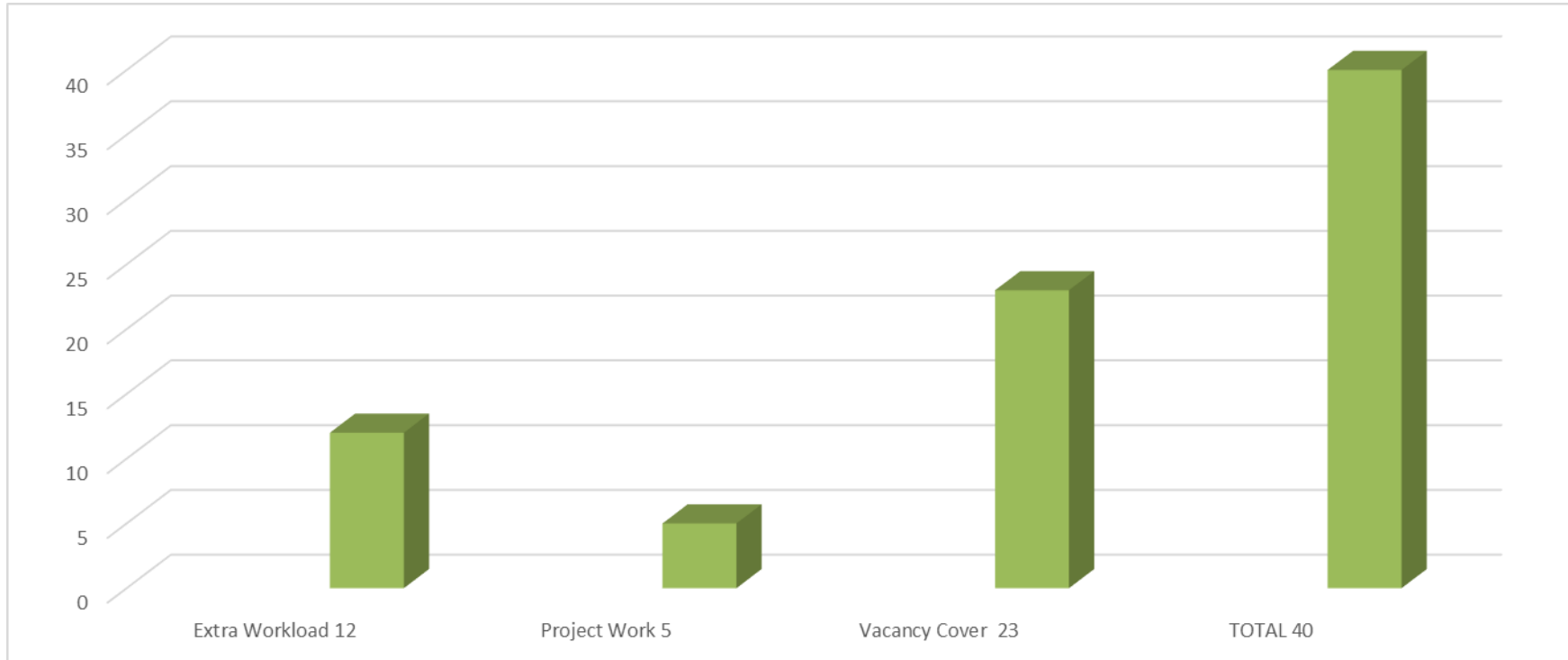
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APPENDIX I - AGENCY SPEND BY DIRECTORATE - JANUARY TO MARCH 2016



APPENDIX II - NEW ORDER JUSTIFICATION QUARTER 4 : JANUARY TO MARCH 2016



APPENDIX III - SUMMARY OF USE OF AGENCY WORKERS BY DIRECTORATE AND STRATEGIES IN PLACE FOR REDUCING DEPENDENCY ON AGENCY WORKERS

Q4 JANUARY TO MARCH 2016

Directorate	Q3 Oct to Dec 2015 Spend by Service Area	Q4 Jan-March 2016 Spend by Service Area	Usage of Agency Workers in Q4	What Strategies are in place for Reducing Dependency on Agency Workers
People Directorate	Total Expenditure Q3 <u>£1,674,509</u>	Total Expenditure Q4 <u>£1,689,315</u>	<p>The Directorate has seen a small increase in spend on agency workers in Quarter 4 in comparison to the previous quarter by £14,806.</p> <p>The majority of spend on agency workers within the Directorate is in Children's Services accounting for 85% of the total Directorate spend. The primary post for expenditure is role of Qualified Social Workers within Children's Services.</p>	<p>The high level of spend continues to be as a result of vacancies within Children's Services, and on-going recruitment and retention issues.</p> <p>Actions to reduce the number of agency workers include:</p> <ul style="list-style-type: none"> • A new recruitment campaign which was launched in February with a revised recruitment and retention package • A newly developed workforce strategy for Children's Services which includes a number of different initiatives designed to create stability within the workforce
Place Directorate	Total Expenditure Q3 <u>£111,977</u>	Total Expenditure Q4 <u>£71,949</u>	<p>The Directorate continues to reduce its expenditure on agency workers by carefully monitoring and robustly challenging the deployment of agency workers. In comparison to Q3 the Directorate has managed to reduce further its expenditure on agency workers by £40,028. :</p>	<p>The Directorate continues to manage the use of agency workers by the following means:</p> <ul style="list-style-type: none"> • Assistant Directors monitor the use and expenditure on Agency Workers • Creation and use of causal pools within relevant service areas. <p>To look at alternative routes for cover such as secondments and/or short term contracts</p>
Resources Directorate	Total Expenditure Q3 <u>£227,082</u>	Total Expenditure Q4 <u>£127,570</u>	<p>In comparison to the previous quarter the Directorate has reduced in expenditure of Agency Workers by £99,512.</p>	<p>The Directorate continues to monitor its expenditure and ensure strategies are in place within the services where there has been expenditure on Agency Workers. For example, within Legal Services successful recruitment is reducing the need for Agency Workers and all are expected to have finished by the end of June 2016. The Homelessness Team is actively addressing sickness absence levels.</p>
OVERALL TOTALS	Q3 2,013,568	Q4 £1,888,834		



Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

All

Title:

Apprenticeship Strategy 2016 - 2019

Is this a key decision?

No

Executive Summary:

The Council has been committed to Apprenticeships for many years and introduced its first Apprenticeship Strategy in 2011. A new three year Apprenticeship strategy has been produced which focuses on the Council's long term commitment to continue to develop its apprenticeship programme, ensuring high quality at every level across all pathways.

Recommendations:

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

- The implementation of the Apprenticeship Strategy as detailed in Appendix 1.
- The continuation of the £263K funding per annum

List of Appendices included:

Appendix 1 – Apprenticeship Strategy 2016 – 2019

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: Apprenticeship Strategy 2016 - 2019

1. Context (or background)

- 1.1 The Council remains firmly committed to developing its workforce and increasing the number of young people working for it. This Apprenticeship Strategy outlines what the Council wants to achieve over the next three years.

2. Options considered and recommended proposal

- 2.1 The recommended proposals are for approval of the strategy and authorisation to implement it over the period of three years in addition to the continuation of £263K of funding per annum (the original £250K adjusted for NI and Superannuation changes).

3. Results of consultation undertaken

- 3.1 Internal consultation to date has taken the form of discussions with key stakeholders with further briefings planned once the strategy has been approved.

4. Timetable for implementing this decision

- 4.1 Implementation of the Strategy will commence immediately and the Strategy will be monitored by the Cabinet Member for Strategic Finance & Resources and reviewed on an annual basis.

5. Comments from Executive Director, Resources

5.1 Financial implications

There is an annual salaries budget of £263K within the Talent and Skills Division which funds approximately 20 apprentices between level 1 and 5 who are placed throughout the Council. The cost of an apprentice to the employer varies between £8K per annum at Level 1 to £17K per annum at level 5. A level 6 apprentice costs the employer £18K per annum. In addition there are also some apprentice posts which are funded by the services they work in. Any increase in apprentice numbers would need to be funded from service budgets.

5.2 Legal implications

Under the Equality Act 2010, as an employer, it is illegal for the Council to discriminate against its employees or those seeking employment with it as a result of a protected characteristic. Age, religion and disability are protected characteristics and the Apprenticeship Strategy is one means by which the Council seeks to ensure that this does not happen.

6. Other implications

There are no other specific implications

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

The Apprenticeship Strategy outlines what we want to achieve over the next three years in Coventry City Council. Our aim is to promote wider access to apprenticeships across all communities in the city, and to increase the number of apprenticeships undertaken by young people within the Council. We will work with a range of organisations and services both internal and external to the Council promoting the benefits of apprenticeships to all, and link this to the development of local skills, workforce development and the Coventry economy by identifying and addressing gaps in delivery and particularly supporting small and medium sized employers to create more apprenticeship opportunities.

6.2 How is risk being managed?

The implementation of the Strategy will be overseen by the Head of HR & OD and the Head of Strategic. The Apprenticeship Team will develop a risk log.

6.3 What is the impact on the organisation?

Only 4% of the Council's workforce are aged between 18 and 24. This cohort of staff are currently under-represented across the workforce of the Council. The apprenticeship programme will attract participation and raise the aspirations of the widest possible range of young people and will enable the Council to benefit from a skilled, motivated and flexible workforce.

6.4 Equalities / EIA

An Equality Impact Assessment has not been undertaken however the Strategy focuses on widening participation for young people and particularly those young people who are under-represented such as looked-after children, Black, Asian and Minority Ethnic young people, young people with a disability, NEETs, and young refugees.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

As the City's largest employer Coventry City Council will play a leading role in promoting Apprenticeships across the City.

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Councillor Mutton	Cabinet Member	Coventry City Council	23/06/16	24/06/16

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Appendices:

Apprenticeship Strategy 2016 - 2019

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COVENTRY CITY COUNCIL

APPRENTICESHIP STRATEGY 2016 – 2019

Foreword

Councillor John Mutton – Cabinet Member for Strategic Finance & Resources

Introduction

The government expects the public sector to lead the way in offering apprenticeships, and through the Enterprise Bill, will introduce new statutory targets for the public sector's contribution to its commitment to three million apprenticeship starts. This Apprenticeship Strategy outlines what we want to achieve over the next three years in Coventry City Council. Our aim is to promote wider access to apprenticeships across all communities in the city, and to increase the number of apprenticeships undertaken by young people within the Council. We will work with a range of organisations and services both internal and external to the Council, promoting the benefits of apprenticeships to all, and link this to the development of local skills, workforce development and the Coventry economy by identifying and addressing gaps in delivery, and particularly supporting small and medium sized employers to create more apprenticeship opportunities.

Our Vision

Coventry City Council's vision is to increase apprenticeship opportunities by offering high quality apprenticeship programmes across all service areas of the Council, affording access to a broad range of training and development at multiple levels. The apprenticeship programme will attract participation and raise the aspirations of the widest possible range of young people, and will enable the Council to benefit from a skilled, motivated and flexible workforce.

Our Aims

The key aims of this Apprenticeship Strategy are:

- to continue to develop the apprenticeship programme, ensuring high quality at every level across all pathways
- to increase the overall number of apprenticeship starts across the Council to 350 by 2019
- to increase the range of vocational areas in which apprenticeships are offered, providing apprenticeships in every applicable vocational area by 2019
- to offer apprenticeships at a wider range of levels, with a focus on growth at level 3, at higher level and at degree level, and with an initial focus on areas of skills shortage.
- Through partnership and multi-agency working, to promote apprenticeship opportunities to young people, their parents and carers, across all communities in the city, ensuring they have access to high quality information, advice and guidance
- to ensure the take up of apprenticeships reflects the diverse nature of our city's population
- to enhance progression routes for apprentices, thereby increasing the skills base of the Council's workforce and contributing to the Council's 'Grow Our Own' workforce initiatives.

Background

This Apprenticeship Strategy sets out plans for the next three years. It aims to build on the successes of the past and to set ambitious targets for increasing opportunities for local young people.

Coventry City Council has recognised that apprenticeships offer options whereby young people can avoid the increasingly high burden of graduate debt whilst at the same time securing access to nationally recognised qualifications on which they can build their futures. The Council's previous apprenticeship strategy 2011 - 2014 saw a significant increase in the number of apprentices employed by the Council, meeting the target of 120 starts over the period, as well as an increase in the range of vocational areas and career pathways offered within the programmes (see Appendix 1).

Economic context

The recovery from the 2009 economic recession has gathered momentum, and business start-ups in Coventry now exceed closures. The number of jobs in the city has increased, including new manufacturing jobs. National employment levels are set to rise from 30.7 million in 2015 to 32.1 million in the period to 2020, and business investment is expected to rise significantly from a base of 1.2 in 2015 to 2.1 by 2020 (OBR, 2015). Even though the Office for Budget Responsibility reports (2016) that nationally growth is slowing down from its previously anticipated rates, Coventry needs to ensure that it takes full advantage of what growth opportunities there are.

The Financial Times fDi Magazine 2014/15 ranked Coventry the sixth best overall mid-size city in Europe and the second best mid-sized city for business friendliness. Business investment is strong, with the average spend on research and development being more than double the national average (Centre for Cities). Coventry has already commenced an ambitious re-build of the city centre, and this opens up opportunities to embed apprenticeship opportunities into procurement contracts. The Council's support for apprenticeships makes an important contribution towards the achievement of national, regional and local targets for apprenticeships and contributes to the wider economic development strategy of both the City Council and the Coventry and Warwickshire Local Enterprise Partnership.

Skills in Coventry

The Employer Skills Survey (2013) highlighted Coventry as an area with a high percentage of hard-to-fill vacancies (32% compared to the English average of 22%). The level 3 qualifications base in Coventry has steadily improved since 2004, but the level 4 base is lower than the West Midlands and UK averages. Growth in the apprenticeship programme contributes to the Council's 'Grow our Own' workforce initiative and can help to recruit to hard-to-fill vacancies. National policy to increase higher (level 4 and 5) and degree (level 6 and 7) apprenticeships aims to widen access to the

professions and develop the higher level technical skills needed to improve productivity. These are now available in occupations as diverse as solicitor, software developer and accountant. Degree apprenticeships involve employers, universities and relevant professional bodies co-designing apprenticeships to meet full occupational competency, including a bachelor's or master's degree.

During 2014 -15 there were encouraging signs of a reduction in the high levels of youth unemployment which arose during the recession, and there were also national changes to out-of-work benefits. In June 2015, there were 4,676 people claiming Jobseeker's Allowance in Coventry, of whom 760 were aged between 18 and 24 years. Of these, 160 had been in receipt of Jobseeker's Allowance for over six months (DWP). To ensure young job-seekers get the timely and effective support they need to gain apprenticeships and other jobs, a new Youth Obligation will be introduced from April 2017 for all 18-21 year olds on Universal Credit to help them develop the skills and experience to get into work. From the first day of their claim, most 18-21 year olds will participate in an intensive period of support to help them gain employment. After six months, if they have not done so already, they will be expected to apply for an apprenticeship, traineeship, other work-based training, or they will be referred to a work placement (English Apprenticeships: Our 2020 Vision).

A key expectation of government reforms is that employers must ensure that apprentices can adapt to a variety of roles with different employers, developing the ability to progress their careers. All employer-led apprenticeship standards must, therefore, demonstrate acquisition of transferable skills, such as self-management, communication and interpersonal skills, problem solving, innovation and creativity. Through increasing the range and extent of apprenticeship opportunities, the Council can help to improve the skills base of its own workforce and the city as a whole, thereby contributing to the narrowing of the skills gap between the most affluent wards and the most deprived wards (A Jobs and Growth Strategy for Coventry 2104 – 2017).

The national and local apprenticeship context

Apprenticeships are recognised as contributing to a wider programme of social, economic and environmental growth (World Class Apprenticeships, 2009: Skills for Growth, 2010). The government's goal is for young people to see apprenticeships as a high quality and prestigious path to successful careers, and for these opportunities to be available across all sectors of the economy, in all parts of the country and at all levels. This will support its aim for young people to get the best start in life (English Apprenticeships: Our 2020 Vision). The National Apprenticeship Service has set a target for one in five young people aged 16-19 to be engaged on apprenticeships by 2019/2020.

New government targets will apply to public bodies in England with 250 or more employees from 2016. The apprenticeship levy will put investment in

training, and apprenticeships specifically, on a long-term, sustainable footing. It will secure new funds to support the reform and growth of apprenticeships in England, and build apprenticeships as a robust and credible training programme for the long-term. The new Statement of Commitment, designed to reassure apprentices of the quality of their training, will include key milestones, delivery schedules for learning, and mechanisms for dispute resolution (English Apprenticeships: Our 2020 Vision).

Quality of apprenticeship programmes

The government's 2012 Review of Apprenticeships (English Apprenticeships: Our 2020 Vision) sets out a clear vision for a system that is more rigorous and more responsive to employers' needs. The Review recommended sharp emphasis on quality and rigour, so that training is trusted and transferable. A report by Ofsted (2015), which found that some apprenticeships were of poor quality and some employers failed to supervise their apprentices adequately, concludes that the national apprenticeship strategy is unlikely to succeed in achieving its objectives unless the overall quality improves, more businesses become involved in the programmes, and a greater number of advanced schemes leading to higher level skills and qualifications are created. The government plans to establish a new independent body, led by employers – the Institute for Apprenticeships – to regulate the quality of apprenticeships within the context of reaching three million starts in 2020 (English Apprenticeships: Our 2020 Vision).

Widening participation in apprenticeship programmes

Economic benefits are generated when education and training helps individuals to achieve higher level qualifications, increasing their employment prospects, productivity and wages. These benefits add up to between £48,000 and £74,000 for level 2 apprenticeships, and between £77,000 and £117,000 for level 3 apprenticeships. Those completing an apprenticeship at level 4 or above could earn £150,000 more on average over their lifetime (English Apprenticeships: Our 2020 Vision).

Currently, only 5% of young people choose to enter apprenticeship programmes, with some schools and colleges failing to provide informed and impartial advice to the young people who could potentially benefit from apprenticeship opportunities (Ofsted, 2015). Young people need to access information and guidance on all apprenticeships, including the new degree level opportunities, as they would for the rest of the further and higher education offer. The government particularly wants to address any barriers faced by groups, including women, care leavers, people from Black, Asian and Minority Ethnic (BAME) backgrounds and people with Special Educational Needs and Disabilities (SEND). More women should be encouraged to start apprenticeships in science, technology, engineering and maths occupations (English Apprenticeships: Our 2020 Vision).

The Council needs to ensure that it provides high quality opportunities at a range of levels which are appropriate to meet the needs of local young people. Within this cohort there are some groups for whom apprenticeships may offer particularly beneficial career routes, such as looked-after children. These young people face particular social and financial challenges on leaving school and making the transition to independent living, so locally available high quality apprenticeships can offer a route to greater stability in their lives as they move towards independence. The government intends to refresh the existing strategy for care leavers in spring 2016 and will work with public bodies and other employers to ensure that as many care leavers as possible can access apprenticeships. The government is also committed to increasing the proportion of apprentices from BAME backgrounds by 20% (English Apprenticeships: Our 2020 Vision). The Council must ensure that its apprenticeship opportunities are well publicised across all groups in the city, with tailored initiatives where necessary to attract participation from specific target groups.

The Council must, at the same time, ensure that its apprenticeships are recognised and valued as career routes to future success within its own directorates and service areas. This will ensure that progression opportunities are available to enable ambitious and successful young people to develop their careers, achieve their potential and enhance their life-chances, and in so doing, add to the economic wealth of the city.

Forward Strategy

The Council is committed to the continued expansion and development of its apprenticeship programmes. There is a salaries budget of £263K within the Talent and Skills budget which currently funds approximately 20 apprentices (between level 1 and 5) who are placed throughout the Council. Further apprenticeship posts are funded by, and will continue to be funded by, individual service budgets across the Council. Any additional apprentices recruited to meet our target of 350 apprenticeship starts by 2019 will be funded from within individual service budgets.

The Job Shop offers 'a flagship service which allows some of the most vulnerable people to receive the tailored support they require' (A Jobs and Growth Strategy for Coventry 2014-2017). This affords an opportunity for further promotion of the Council's apprenticeship schemes through partnership working. Jobcentre Plus (JCP) is working with schools to raise awareness of local employment opportunities including apprenticeships. This support will focus on helping schools which have identified young people at risk of being not in education, employment or training (NEET), or who may otherwise be disadvantaged in the labour market. It will be delivered through pathfinders in 10 areas of the country, which started in Birmingham in November 2015. Evaluation of the pathfinders will report in September 2016, ahead of a planned national roll-out between October 2016 and March 2017.

The Council has links with agencies which represent the interests of hard-to-reach young people, and with local communities, schools and colleges. Various departments within the Council are charged with responsibilities for defined groups such as looked-after children, people with disabilities and refugees. The teams responsible for HR, Workforce Services and Access to Employment work closely together, which enables joint planning and joint strategies which can support the Council's ambitions to continue to develop its apprenticeship programmes. By harnessing these resources and building on its successes, the Council is well positioned to develop and deliver high quality and broad-ranging apprenticeship programmes across additional levels and vocational areas, and to reach out to those young people who traditionally have been under-represented or excluded from such opportunities.

Summarising Our Key Priorities

The priorities which will underpin the action plan for the Apprenticeship Strategy 2016 -2019 are:

1. Developing and applying robust systems for monitoring the quality of the apprenticeship experience, and ensuring that improvements are implemented in a timely and rigorous manner.
2. To continue to increase the overall number of apprenticeships starts across the Council, reaching 350 by 2019.
3. Ensuring that every service area in the Council offers at least one apprenticeship programme by 2019.
4. Increasing higher level apprenticeships across all vocational areas, with a particular focus on skills shortage areas in the early phase of this strategy.
5. Widening participation in the Council's apprenticeship programme and targeting under-represented groups of young people such as looked-after children, Black, Asian and Minority Ethnic young people, young people with a disability, NEETs, and young refugees.
6. Continuing to work closely with schools and partners across the city to promote apprenticeships as a quality learning/training route and to raise the profile of apprenticeships, ensuring that all young people have access to high quality information, advice and guidance about apprenticeship opportunities.
7. Promoting the Council's 'Grow Our Own' workforce initiatives in each service area, and supporting apprentices who seek to secure progression to permanent employment in the Council.

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
SP1. Develop and apply robust systems for monitoring the quality of the apprenticeship experience					
1.1	Ensure excellence through improved quality assurance	Produce a quality assurance pack for every apprentice, setting out entitlements for each aspect of their programme	Apprenticeship & Access to Employment Team	From May 2016	
1.2	Improve consistency of induction through new Service Level Agreement (SLA)	Revise induction process. Disseminate across directorates. Monitor progress	Apprenticeship & Access to Employment Team	From May 2016 and Ongoing	
1.3	Improve consistency of placement support through SLA	Develop protocols and standards. Deliver training to placement managers. Monitor progress	Apprenticeship & Access to Employment Team	From May 2016 From June 2016 Ongoing	
1.4	Improve consistency of support from training provider through SLA	Develop protocols and standards. Disseminate to all providers. Monitor progress	Apprenticeship & Access to Employment Team	May 2016 From June 2016	
1.5	Improve support for development of key/functional skills	Ensure every apprentice has own action plan and ensure progress is regularly	Apprenticeship & Access to Employment	From May 2016	

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
		monitored	Team/Service Area		
1.6	Monitor retention and achievement	Establish tracking systems to monitor retention and achievement, and conduct exit interviews with apprentices leaving their programmes	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
1.7	Introduce on-going monitoring of all aspects of the apprenticeship experience	Annual calendar of monitoring activities with clear responsibilities for follow-on actions	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
1.8	Annual Report on Apprenticeship Strategy 2016-2019	Produce an annual report detailing progress and highlighting key issues for further development, supported by action plans	Head of Strategic HR & Workforce Transformation	June 2017, 2018, 2019	
SP2. To continue to increase the number of apprenticeship starts including those that lead to employment					
2.1	Annual plan for apprenticeship starts. Target number of starts from January	Arrange meetings with managers who already have apprentices and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	2016 to March 2019 = 220				
2.2	Expansion in skills shortage areas. Target number of starts in skills shortage areas = 50 by March 2019	Arrange meetings with departmental managers in skills shortage areas and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
2.3	Introduce apprenticeships in additional vocational areas. Target = 15 additional vocational areas by March 2019	Arrange meetings with managers where there is scope to introduce new apprenticeships and agree forward targets	Apprenticeship & Access to Employment Team	May 2016, 2017, 2018, 2019	
2.4	Expand the Access to Apprenticeship Programme. Target is for 15 apprentices per year to be recruited via the Access to Apprenticeship Programme	Increase the number of placement opportunities both in the Council and with local employers, to support young people who aspire to take up an apprenticeship	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
2.5	Map progression routes for all	Work with managers to identify progression routes for	Apprenticeship & Access to	From June 2016	

**Apprentice Strategy
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	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	apprenticeships	all apprenticeships and include in marketing materials	Employment Team		
SP3. Ensure that every service area in the Council offers at least one apprenticeship programme by 2019					
3.1	Broaden the range of apprenticeship opportunities and introduce apprenticeships into 15 additional areas by March 2019	Map all vocational areas in each directorate and identify those where there is scope to introduce apprenticeships and agree plan with managers	Apprenticeship & Access to Employment Team	September 2016 and ongoing	
3.2	Identify training providers for each of the new vocational areas	Undertake quality assurance checks on new providers Monitor progress	Apprenticeship & Access to Employment Team	From September 2016	
3.3	Identify placement managers for new vocational areas	Ensure placement managers are fully trained Monitor progress	Apprenticeship & Access to Employment Team	From September 2016	
3.4	Ensure all new opportunities are widely publicised	Liaise with partner agencies, schools and post-16 providers and include new opportunities in all recruitment events and activities	Apprenticeship & Access to Employment Team	From September 2016	

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
3.5	Increase participation by young people in targeted under-represented groups (see SP5)	Work with partner agencies and organisations which represent under-represented groups targeted within the Apprenticeship Strategy	Apprenticeship & Access to Employment Team	Ongoing from September 2016	
SP4. Increase higher level apprenticeships across all vocational areas, with a particular focus on skills shortages					
4.1	Increase higher and degree level apprenticeships in skills shortage areas, with 5 new starts by March 2017	Identify skills shortage areas in each directorate where there is scope to introduce higher and degree level apprenticeships and agree targets with managers	Apprenticeship & Access to Employment Team	Ongoing from July 2016	
4.2	Introduce higher and degree level apprenticeships across all vocational areas, with 15 new starts between March 2017 and March 2019	Identify all areas in each directorate where there is scope to introduce higher and degree level apprenticeships and agree targets with managers	Apprenticeship & Access to Employment Team	Ongoing from January 2017	
4.3	Identify training providers for each new higher and degree level apprenticeship	Undertake quality assurance checks on new providers Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from January 2017	
4.4	Identify placement	Ensure placement managers	Apprenticeship	Ongoing from	

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	managers for new higher and degree level vocational areas	are fully trained Monitor progress	& Access to Employment Team	January 2017	
4.5	Promote higher and degree level apprentices as an alternative option to full time higher education	Liaise with partner agencies, schools and post-16 providers and include new opportunities in all recruitment events and activities	Apprenticeship & Access to Employment Team	Ongoing from September 2016	
4.6	Increase participation by young people in targeted under-represented groups (see SP5)	Work with partner agencies and organisations which represent groups targeted within the Apprenticeship Strategy 2016-2019	Apprenticeship & Access to Employment Team	Ongoing	
4.7	Embed 'Grow Our Own' policy	Prior to completion of each higher and degree level apprenticeship, work with directorates to identify opportunities for progression to permanent employment in the Council	Apprenticeship & Access to Employment Team	Ongoing	
SP5. Widen participation in the Council's apprenticeship programme by targeting under-represented groups of young people such as Looked After Children, Black, Asian and ethnic minority young people, young people with a disability and young refugees.					
5.1	Increase application rates from looked-after children.	Recruit 10 looked after children to the Council's apprenticeship programme	Apprenticeship & Access to Employment	Ongoing from April 2016	

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
		each year. Develop detailed action plan identifying support needs and how support can be delivered. Monitor progress	Team		
5.2	Work with partner agencies and organisations to increase application rates from children from Black, Asian and other Minority Ethnic backgrounds. Ensure representation at least equals the proportions in the city / Council workforce	Develop action plan detailing measures to increase participation and including targets for numbers of applications and starts. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.3	Work with partner agencies and organisations to increase application rates from young people with disabilities. Recruit five apprentices per	Develop action plan detailing how support needs will be assessed and delivered. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	year				
5.4	Work with partner agencies and organisations to increase application rates from young refugees	Develop action plan to ensure necessary support is in place. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.5	Identify and target any other groups who are under-represented on the apprenticeship programme	Regular monitoring and analysis of cohort, and work with partner agencies and organisations to develop action plan with targets	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.6	Ensure young people in specified target groups are effectively supported	Monitor retention, achievement and progression rates for each target group	Apprenticeship & Access to Employment Team	Ongoing from June 2016	
5.7	Embedding diversity	Review all aspects of the apprenticeship experience to ensure that diversity is acknowledged and celebrated throughout each apprentice's experience on their programme. Monitor and review.	Apprenticeship & Access to Employment Team	Ongoing	
5.8	Building excellence	Identify and embed best	Apprenticeship	Ongoing	

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	and achievement of success rates which are at least at national benchmark levels across the programme	practice from other local authorities which has increased participation rates by young people from under-represented target groups	& Access to Employment Team		
SP6. Continue to work closely with schools and partners across the city to raise the profile of the Council's apprenticeship programme					
6.1	Review marketing materials used to promote apprenticeships and recruit apprentices	Updated and improved marketing materials to be available throughout the city, including a new one stop apprenticeship section in www.coventry.gov.uk , and increased use of social media such as twitter	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.2	Identify existing apprentices to act as ambassadors and for use in case studies etc	Identify at least six apprentices willing to act as role models, champions etc at events and activities and on Beacon	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.3	Promote the apprenticeship programme with schools, colleges and	Draw up an annual calendar of events and activities to promote apprenticeships, including attendance at	Apprenticeship & Access to Employment Team	May 2016 and ongoing	

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
	other partners across the city and monitor effectiveness	School Heads Meetings, closer links with the Job Shop and a yearly rolling programme on Beacon			
6.4	Undertake specific marketing initiatives to promote the apprenticeship programme to young people in targeted groups	Work with partners city-wide to identify community and religious events, festivals and activities where the apprenticeship programme can be promoted to young people in the under-represented target groups	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.5	Undertake specific initiatives to promote higher and degree level apprenticeships	Introduce a calendar of events and activities promoting higher and degree level apprenticeships	Apprenticeship & Access to Employment Team	May 2016 and ongoing	
6.6	Work with councillors to promote the apprenticeship programme across the city	Brief councillors, provide marketing materials and identify opportunities to work with councillors to ensure that information about apprenticeship opportunities is disseminated through their surgeries and other engagements	Apprenticeship & Access to Employment Team	May 2016 and ongoing	

Apprentice Strategy Action Plan 2016 - 2019					
	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
SP7. Promoting the Council's 'Grow Our Own' workforce strategy in each service area, and supporting apprenticeship who want to secure progression to permanent employment in the Council.					
7.1	Raising aspirations	Ensure that every apprentice has the opportunity to develop a career plan. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing	
7.2	Expanding numbers and levels in the apprenticeship programme. Target is for 25 apprentices per year to progress to the next level.	Where appropriate, ensure that a successful apprentice has the opportunity to progress to the next level of apprenticeship prior to entering permanent employment. Monitor progress	Apprenticeship & Access to Employment Team	Ongoing	
7.3	Identifying opportunities under the 'Grow Our Own' policy	As each apprentice completes their programme, work with HR and directorates to identify all suitable vacancies to which the apprentice might progress. Monitor progression.	Apprenticeship & Access to Employment Team	Ongoing	
7.4	Embed apprenticeships into each service area career plan	Ensure all re-structures include apprentices at appropriate levels	Apprenticeship & Access to Employment Team	Ongoing	

**Apprentice Strategy
Action Plan 2016 - 2019**

	Priority Action	Specific Actions	By whom/Job Title	Deadline	Progress
7.5	Supporting progression to positions outside the Council	Where no suitable opportunity for progression can be identified in the Council, work with partners to identify suitable opportunities	Apprenticeship & Access to Employment Team	Ongoing	
7.6	Destination monitoring	Conduct exit interviews with all apprentices to ascertain actual progression routes	Apprenticeship & Access to Employment Team	Ongoing	

APPENDIX 1: Exemplar outcomes arising from Apprenticeship Strategy April 2011 – March 2014

Note: Given the rolling nature of the apprenticeship programme, data snapshots have been taken of the cohort on programme on given dates. This data illustrates participation rates at the times when the data was captured.

Table 1: Apprentices on programme

Date	Number of apprentices on programmes
2011 - 2014	Target = 120 over 3 years
May 2015	94
October 2015	54
February 2016	81

Table 2: Equality data (as at May 2015 when 94 apprentices were on programme)

Race/Ethnicity	Number of apprentices	% of cohort
White British	78	83%
Asian or Asian British - Indian	6	6%
Asian or Asian British – Pakistani	2	2%
Any other Asian background	1	1%
Black Caribbean	0	0%
Mixed – White and Black Caribbean	3	3%
Other ethnic group	1	1%
White – Irish	1	1%
Unknown	2	2%

Table 3: Location of apprentices by directorate (data taken February 2016 when 81 apprentices were on programme)

Directorate	Number of apprentices	% of cohort
Chief Executive's	1	1%
People	2	2%
Place	11	14%
Resources	28	35%
Schools	39	48%

Table 4: Vocational areas of apprenticeships (data taken in February 2016 when 81 apprentices were on programme)

Vocational area	Number of apprentices	% of cohort
Association of Accountancy Technicians (AAT)	1	1%
Business Administration	33	41%
Children's and Young People's Workforce	2	2%
Customer Service	3	4%
Design	1	1%
Early Years	1	1%
Employment Related Services	1	1%
Heavy Goods Vehicle	2	2%
Highways	1	1%
Horticulture	5	6%
Information Communications Technology (ICT)	2	2%
Legal Services	2	2%
PE and School Sports	11	14%
Supporting Teaching and Learning in Schools	16	20%

Table 5: Apprenticeship Level (data taken in February 2016 when 81 apprentices were on programme)

Apprenticeship level	Number of apprentices	% of cohort
Level 2 – Intermediate	56	69%
Level 3 – Advanced	24	30%
Level 4 – Higher	1	1%
Levels 5 and 6 – Degree	0	0%



Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of People

Ward(s) affected:

Binley & Willenhall

Title:

Transition Fund Award

Is this a key decision?

No

Executive Summary:

As part of the 2015/16 budget setting process the Council agreed to establish a one-off £500k Transition Fund to support work with residents and communities in developing new approaches to delivering Council services. Following a merger of this fund with the Community Grant Fund, the Transition Fund was increased to £525k.

The Transition Fund is a key enabler for delivery of the Connecting Communities approach.

Connecting Communities is an ambitious and wide reaching approach to radically redesign services through co-production and collaboration with local communities. The approach focuses on how services might be delivered differently in the future in the communities and neighbourhoods where there is most need, and within the resources available.

Criteria for final award of Transition Funding includes 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 approach.

Initial expressions of interest in the Transition Fund were sought during the consultation process on Phase One of Connecting Communities.

Following expression of interest and business case evaluation processes, officers sought approval for one award from the Transition Fund to the total value of a maximum of £20,000. This award will enable the delivery of one proposal that formed a part of Phase One of Connecting Communities, as agreed by Cabinet on 23 February 2016.

The award will support Willenhall Community Forum Limited to accommodate alternative library provision, following Cabinet decisions to end delivery of library services at Willenhall Library.

A Cabinet decision of 26 November 2015 gave delegated authority to the Executive Director of Resources in consultation with the Cabinet Member for Finance and Resources to take decisions on Transition Fund awards where the matter is urgent or where lower risk/value opportunities are identified.

Recommendations:

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

- (1) Note a decision that the Executive Director for Resources has already made in consultation with the Cabinet Member for Strategic Finance and Resources, under delegated authority, to make an award from the Transition Fund to Willenhall Community Forum Limited up to the value of £20,000.

List of Appendices included:

None

Other useful background papers:

Connecting Communities – Cabinet Report – 26 November 2015
Connecting Communities – Cabinet Report – 23 February 2016

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: Transition Fund Awards

1. Context (or background)

- 1.1 The original one-off £0.5 million Transition Fund was agreed as part of the 2015/16 budget-setting process. It was envisaged as a way of enabling communities to:
 - be involved in delivering alternative service models
 - mitigate the impact of City Council service reductions in local areas.
- 1.2 The aim of the fund is to provide an opportunity to think innovatively about how services could be delivered differently, providing some transition support to kickstart, empower and enable communities and partners to run services in new ways, on a sustainable basis.
- 1.3 It is expected that the fund will support a wide variety of projects, with the common factor being support to groups and organisations that need one-off funding to get their projects off the ground. Key criteria for final award includes the need for a clear plan for the proposal to deliver long-term cost savings to the Council as well as alignment with the principles of the Connecting Communities approach.
- 1.4 Initial applications to the Transition Fund were invited in parallel with the consultation on the ten proposals that formed Phase One of Connecting Communities. Organisations and groups were asked to submit an Expression of Interest (EOI) with an initial deadline for submission of 22 January 2016, by providing high level information on potential ideas.
- 1.5 37 EOIs were received from 26 different groups/organisations. The EOIs were reviewed against set criteria and shortlisted to a final list of seven. Shortlisted groups were invited to submit a Business Case to provide further detail regarding their proposal. Four Business Cases were received and reviewed by a panel of officers.

2. Options considered and recommended proposal

- 2.1 Following initial review, clarification was sought on all Business Case submissions to properly inform decisions on recommendations for award.
- 2.2 At this stage, the review panel recommended one Transition Fund award relating to the following Phase One Connecting Communities proposal approved for delivery by Cabinet on 23 February 2016:
 - To end delivery of library services by not renewing the lease from the current Willenhall Library facility and to continue engagement about the potential delivery of a reduced library service to be provided in the Hagar Centre building by September 2016.
- 2.3 The Business Case relating to the award that is proposed is summarised below:

2.3.1 Willenhall Community Forum Limited (WCFL)

WCFL requested £20,000 to enable a community library to be provided within the Hagar Centre following the closure of Willenhall Library from September 2016. The Transition Fund award will contribute to a wider construction project benefiting the

Hagard Centre and the Library. It will support the costs of relocating the café facility within the Hagard Centre and making good the area vacated so it is suitable for a library service. Structural work is needed to maximise the publicly accessible space and repairs are needed to flooring and decoration. The Transition Fund will pay for the cost of relocating the café within the building, whilst the Council will fund the works to install the library in the space vacated by the café.

The total anticipated cost of the project is £70,000, to be funded as follows:

- £20,000 Transition Fund (café relocation).
- £50,000 Coventry City Council Corporate Property budget (library install and fit out)

The day-to-day operation of the library, once it has been relocated to the centre, will be managed by the Library Service and the service will be delivered by library staff. The co-location of the library into the centre creates the potential for closer collaboration and the joint recruitment of volunteers in the future, and the sharing of resources to promote the range of activities which take place at the centre.

A separate Business Case for the Transition Fund, from Holbrooks Community Care Association, and also relating to the delivery of Phase One of Connecting Communities proposals is currently under review as a consequence of an unsuccessful third-party grant application.

2.4 Review Panel Recommendations

The Business Case Evaluation Panel recommended the approval of one Transition Fund award, as detailed below.

Willenhall Community Forum Limited: An award of up to £20,000.

It should be noted that WCFL has requested that the City Council manages all building alterations funded through the Transition Fund proposal. On this basis, the group has also requested that the City Council manages payments for works required. An internal transfer of funds would occur in this instance and the organisation itself would not receive any funding directly

2.5 Results of consultation undertaken

- 2.5.1 An extensive consultation exercise was undertaken in relation to the ten proposals that formed phase one of Connecting Communities between 7 December 2015 and 1 February 2016. The consultation was public and was undertaken using a variety of methods to ensure that stakeholders were able to share their views with the Council.
- 2.5.2 During this consultation period, initial Expressions of Interest (EOIs) in the Transition Fund were invited from groups and organisations, with an initial deadline of 22 January 2016. 37 EOIs were received.

3 Timetable for implementing this decision

- 3.1 Following approval of the awards, officers will continue to work with WCFL to adapt a model Grant Aid Agreement, which will be used as the formal framework for making Transition Fund awards.

- 3.2 Funding will be released in stages as the project progresses, up to the maximum amount approved and based on costs to be incurred, with organisations required to invoice the Council for specific costs.
- 3.3 The Library Service and Corporate Property are already working with WCFL on a provisional basis to plan for implementation of the proposed library provision and it is expected that new services will open before the end of September 2016.

4 **Comments from Executive Director, Resources**

4.1 Financial implications

The Transition Fund represents one off funding for the purposes outlined in this report. The balance of the fund is £525k. The recommendations in this report will utilise £20k from this fund. The remaining £505k of the Transition Fund remains ring-fenced for the purposes outlined in this report. Further opportunities will be provided for groups and organisations to receive financial support from the fund to initiate projects and activities relating to the future Connecting Communities programme.

WCFL require additional capital funds to complete the works. These (one-off) funds have been made available from re-profiling programmed capital works. This £50k will be funded by corporate property.

Ongoing costs of running the services will be met from existing budgets and have no impact on the achievement of the Connecting Communities target.

The recommended award will enable the delivery of one proposal that forms part of Phase One of Connecting Communities, as agreed by Cabinet on 23 February 2016, achieving £1.2 million of savings overall.

4.2 Legal implications

Section 7 of the 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 regard to the desirability of securing adequate stock and encouraging people to make full use of the service. The relocation of the Willenhall Library will contribute to providing a more cost effective library and helping to preserve library facilities within the community.

The Council will be required to enter into a sub-lease with Willenhall Community Forum limited in respect of the proposed transfer of library services.

5 **Other implications**

5.1.1 **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)?**

Alternative library provision to mitigate the impact of the ending of library services in Willenhall Library will make a positive contribution to the council's priorities, particularly in relation to: 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.

5.2 How is risk being managed?

Risk will be managed through Council risk management processes and frameworks and the Connecting Communities project risk register.

Monitoring arrangements will be agreed with the grantee as part of the Grant Aid Agreement. The Council will monitor delivery progress against a project plan, developed with the organisation. Monitoring will provide the necessary assurances to the Council but will not be unduly burdensome to the group/organisation.

The Grant Aid Agreement contains the provision to claw back funding to protect the Council against reputational risk and provide assurance that funding is not misused or lost.

The Council will procure the works to the Hagard Centre on behalf of Willenhall Community Forum Limited and the Council as a single contract to minimise disruption and guarantee delivery.

5.3 What is the impact on the organisation?

The Fund will support the mitigation of the impact of reducing Council resources by offering the opportunity for community groups and organisations to develop new service delivery and support solutions. It is anticipated that Transition Fund awards will provide local residents with alternatives to Council provided services.

5.4 Equalities / EIA

A full analysis of the equality impacts of each of the proposals that formed Phase One of Connecting Communities was completed out and reported to Cabinet on 23 February 2016 to support decision-making. Work to explore potential alternative provision of library services in Willenhall formed part of the proposal approved by Cabinet at that time.

5.5 Implications for (or impact on) the environment

None

5.6 Implications for partner organisations?

Connecting Communities, with support from the Transition Fund 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. It is envisaged that this approach will result in closer working and more shared responsibilities and ultimately a transformation of community and partnership working in the city.

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

Michelle McGinty – Head of Involvement and Partnerships

Directorate:

People

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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:				
Kirston Nelson	Director of Education	People	28.6.16	30.6.16
Peter Barnett	Head of Libraries, Health, Advice and Information	People	28.6.16	7.7.16
Nigel Clews	Assistant Director, Property Management	Place	28.6.16	30.6.16
Aimee Proctor	Programme Manager – Finance	Resources	28.6.16	30.6.16
Debbie Dawson	Policy Analyst	People	28.6.16	7.7.16
Tim Metcalfe	Category Manager	Resources	28.6.16	30.6.16
Gurdip Paddan	Governance Services Officer	Resources	28.6.16	7.7.16
Names of approvers for submission: (officers and members)				
Rachael Sugars	Finance Manager	Resources	30.6.16	1.7.16
Carol Bradford	Corporate Governance Lawyer	Resources	7.7.16	7.7.16
Chris West	Executive Director	Resources	7.7.16	8.7.16
Councillor John Mutton	Cabinet Member Strategic Finance and Resources		24.6.16	24.6.16

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Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title:

Final Hospitality Statement and Charity Appeal for the Lord Mayoralty of Councillor Michael Hammon 2015/2016

Is this a key decision?

No

Executive Summary:

This is the end of year hospitality budget report for the Mayoral Year of Councillor Michael Hammon 2015/2016. The report updates the Cabinet Member on how the budget was allocated during the Mayoral Year. The total spent was £64,764.51; this was £831.49 less than the budget and this balance was returned to corporate reserves.

Recommendations:

- (i) approve the contents of Appendix 1 which sets out detailed expenditure of £64,764.51 against the hospitality budget; and
- (ii) note the final sum of £20,250 raised for the Lord Mayor's Charity Appeal 2015/2016

List of Appendices included:

Appendix 1 – Breakdown of the Hospitality Budget for whole Mayoral Year 2015/2016.

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:

1. Context (or background)

- 1.1 The annual hospitality budget for the Mayoral Year was £65,596. This report provides detail of the expenditure against the budget for the year which totalled £64,764.51.
- 1.2 The Office of Lord Mayor works for the good of the city and all its people. As Coventry's first citizen, the Lord Mayor is the non-political, ceremonial head of the city. The Lord Mayor will:
- Promote work with other organisations.
 - Help to encourage investment and opportunity for businesses.
 - Encourage equal opportunities for all
 - Work with those who can help the city to be successful.
 - Thank those individuals and organisations who have brought success to the city.
 - Welcome visitors to the city, promoting its historic past and exciting future.
 - Represent the city at home, nationally and internationally as an "Ambassador" for Coventry.

2. Options considered and recommended proposal

- 2.1 The Cabinet Member is recommended to approve Appendix 1 of the report which sets out how the hospitality budget was spent, including the return of £831.49 to corporate reserves.
- 2.2 The Cabinet Member is also recommended to note the total of £20,250 raised for the Lord Mayor's Charity Appeal. This year's beneficiaries were Coventry Branch of Parkinson's Disease, The Rotary Club of Coventry and Holy Trinity Church Roof Restoration Fund.
- 2.3 Expenditure against the hospitality budget is carefully monitored throughout the year to ensure that activities undertaken support the aims of the Lord Mayoralty and the City Council and stays within budget.

3. Results of consultation undertaken

- 3.1 No consultation is required.

4. Timetable for implementing this decision

- 4.1 There are no further events planned as the Mayoral Year 2015/2016 has now come to an end.

5. Comments from Executive Director, Resources

- 5.1 Financial implications
There are no financial implications arising from this report. Expenditure of £64,764.51 against the budget for the year of £65,596 ensured that the balance of £831.49 was returned to corporate reserves.
- 5.2 Legal implications
There are no legal implications arising from this 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 Lord Mayor's Hospitality Budget is spent to reflect the Lord Mayor's Mission Statement as outlined in the Council's Constitution which aligns itself to the Council's core aims and objectives.

6.2 How is risk being managed?

No significant risks are associated with the budget management. Health and Safety issues are considered for all events with the more significant events being monitored by the Council's Safety Events Group.

6.3 What is the impact on the organisation?

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

6.4 Equalities / EIA

An Equality Impact Assessment for the Lord Mayor's Office was last undertaken in February 2012 to ensure the Mayoralty promotes equality across the city and the recommendations in this report do not constitute a change in service or policy.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

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

Jane Barlow, Principal Private Secretary to the Lord Mayoralty

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:				
Adrian West	Members and Elections Team Manager	Resources	23/06/2016	30/06/2016
Names of approvers for submission: (officers and members)				
Democratic: Gurdip Paddan	Governance Services Officer	Resources	23/06/2016	30/06/2016
Finance: Carolyn Prince	Lead Accountant	Resources	23/06/2016	30/06/2016
Legal: Sam McGinty	Place Team Leader, Legal Services	Resources	23/06/2016	30/06/2016
HR: Helen Joyce	Interim Senior HR Manager	Resources	23/06/2016	27/06/2016
Director: Chris West	Executive Director	Resources	23/06/2016	30/06/2016
Councillor J Mutton	Cabinet Member	Coventry City Council	24/06/2016	

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Hospitality Budget for Mayoral Year 2015/16 – Councillor Michael Hammon

ACTUAL Costs of Functions of 1st Quarter: 21st May – 20th August 2015

Previously reported to Cabinet Member (Strategic Finance and Resources) on 7th December 2015

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
21.05.15	Contribution towards the Annual Meeting of the City Council	450	£3,000.00
21.05.15	Refreshments for visitors from Canada	8	£12.00
22.05.15	Commencement of Mayoral Year Dinner	92	£3,941.74
12.06.15	Lunch for the Meeting of the West Midlands Deputy Lieutenancy	20	£158.90
27.05.15	Civic Visit of Australian High Commissioner - Bicentenary of Sir Henry Parkes	92	£2,992.22
01.06.15	Welcome Dinner for Delegation from Jinan	23	£998.18
03.06.15	Contribution towards the Allotments Prize-giving and AGM	-	£191.06
18.06.15	Visit of King Henry VIII School Rugby Team	31	£48.00
18.06.15	Tickets for Army Benevolent Fund 'Beating the Retreat'	2	£50.00
19.06.15	Costs associated with Civic Visit to Kiel	3	£484.54
23.06.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£27.60
28.06.15	Army Benevolent Fund Summer Reception Tickets	2	£50.00
29.06.15	Armed Forces Day Service & Parade	83	£1,061.80
30.06.15	Refreshments at Film Premiere of 'Alfie's World' to promote the Fostering Service	60	£84.30
08.07.15	Afternoon Tea with Visitors to the Lord Mayor's Parlour	5	£18.75
14.07.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£35.35
31.07.15	*Contribution towards the dinner to recognise the Queens Award for Enterprise awarded to Jaguar Land Rover	85	£1,837.07
06.08.15	Reception for International Speedway Riders	52	£114.00
06.08.15	Costs associated with the 70th Anniversary of Hiroshima Day	-	£125.38
15.08.15	70th Anniversary of VJ Day	70	£1,219.16
	Mayoral Refreshments between 21.05.15 – 31.08.15		£291.43
	1st Quarter Budget Total		£16,741.48

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

ACTUAL Costs of Functions of 2nd Quarter: 21st August – 20th November 2015
 Previously reported (in part up to 30th September only) to Cabinet Member (Strategic Finance and Resources)
 on 7th December 2015

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
03.09.15	International Children's Games Presentation evening	70	£229.40
04.09.15	Queens Award for Voluntary Service to Coventry Samaritans	96	£1,620.44
07.09.15	Civic Reception for International Tag Rugby Players	90	£1,689.58
08.09.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£30.50
12.09.15	Ticket for Fusiliers Central Branch Dinner	1	£25.00
16.09.15	Tickets for Mayor of Whitnash Town Council Afternoon Tea	2	£25.00
21.09.15	Lunch with Chinese Visitors of Cov Press Holidays Limited	23	£323.15
24.09.15	Costs associated with Macmillan Coffee Morning	-	£64.35
25.09.15	*Contribution towards costs of Honorary Freemanship Ceremony for Mr Ratan Tata and Prof Lord Bhattacharyya	-	£2,445.32
02.10.15	Lunch with ex-service D-Day Veterans	5	£14.75
05.10.15	Contribution towards costs of High Sheriff's Civic Service	350	£1,898.75
09.10.15	Refreshments for Coventry Association of International Friendship visitors from Merschede	31	£111.60
14.10.15	Unveiling and Dedication of Broadgate Bomb Memorial	-	£1,716.45
19.10.15	Reception drinks to mark the death of Former Councillor Townshend	50	£49.30
20.10.15	Afternoon Tea for Former Lord Mayor and ladies group	11	£42.35
23.10.15	Breakfast with Ex-service veterans prior to Launch of Poppy Appeal	7	£17.50
28.10.15	Costs for the Annual Peace Lecture 2015	-	£271.46
30.10.15	Tickets for Army Benevolent Fund's Curry Supper	2	£60.00
05.11.15	Lunch for Medical practitioners nominated for Good Citizen Award	7	£41.50
07.11.15	Mayor of Leamington Spa Charity Concert	2	£24.00
08.11.15	Remembrance Sunday Service and Parade	180	£2,939.50
12-16 Nov 15	*Civic contribution towards costs associated with the 75th Anniversary of the Blitz and hosting twin cities	-	£6,658.00
19.11.15	Welcome Lunch for Rotary International Presidents Conference	34	£394.64
	2nd Quarter Budget Total		£20,692.54

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

ACTUAL Costs of Functions of 3rd Quarter: 21st November 2015 - 20th February 2016

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
26.11.15	Welcome to Godiva Sisters	15	£25.50
27.11.15	Refreshments at Lord Mayor's Charity Christmas Gift Fair	-	£474.49
01.12.15	Refreshments for Good Citizen Recipient prior to Full Council	6	£20.70
02.12.15	Festival of Christmas Trees at Holy Trinity Church	-	£350.00
05.12.15	Chairman of Warwick DC Christmas Concert	2	£20.00
09.12.15	Donation to International Children's Games 2016	-	£1,000.00
09.12.15	50% of costs for Coventry & Warwickshire Magistrates Festive Evening	40	£254.13
10.12.15	Ticket for Heart of England Community Foundation Charity Concert	1	£15.00
17.12.15	Civic Heads and Former Lord Mayor's Civic Dinner	96	£4,365.23
18.12.15	Foster Carer's Festive Gathering	50	£64.00
22.12.15	Lord Mayor's Festive Gathering	-	£231.30
12.01.16	Refreshments for Good Citizen Recipient prior to Full Council	6	£20.70
20.01.16	Coventry Ambassador Volunteers Celebration & Review Evening	80	£1,340.67
02.02.16	Working Lunch for Jimmy Hill Organising Committee	15	£81.60
04.02.16	Dinner for Ethnic Minority Community Fundraisers	82	£2,629.42
08.02.16	50% of costs for hosting delegation from India	-	£74.38
08.02.16	Refreshments for Rotary Schools Debating Competition	60	£332.00
11.02.16	Lord Mayor's Cadet Presentation Evening	15	£257.00
12.02.16	Tickets for Chairman of Stratford DC Afternoon High Tea	2	£50.00
12.02.16	Contribution towards costs of Jimmy Hill Celebration Event	-	£5,000.00
15.02.16	Afternoon Tea with raffle winner prize 'Tea with the Lord Mayor'	3	£4.95
17.02.16	Contribution towards the cost of Civic Dinner to welcome Rotary International President (Elect)	92	£662.37
18.02.16	Rotary International Sandwich lunch	12	£107.40
	3rd Quarter Budget Total		£17,380.84

ACTUAL Costs of Functions of 4th Quarter: 21st February – 19th May 2016

<u>Date</u>	<u>Function</u>	<u>Number of Guests</u>	<u>Actual Cost</u>
23.02.16	Refreshments for Good Citizen Recipient prior to Full Council	5	£20.70
26.02.16	Civic Dinner tickets for Royal Leamington Spa Civic Event	2	£92.50
09.03.16	Refreshments at Lord Mayor's Peace Committee Meeting	16	£14.00
10.03.16	Visit of City of Coventry Standard Bearers Assoc members	30	£59.40
15.03.16	Refreshments for Good Citizen Recipient prior to Full Council	6	£13.80
16.03.16	Tickets for North Warks Mayoress' Ladies Charity Lunch	2	£50.00
16.03.16	Finals of Rotary Schools Debating Competition	-	£182.00
19.03.16	Tickets for Mayor of Coleshill Charity Concert	2	£12.00
21.03.16	Contribution towards Business Launch of Coventry 2021 UK City of Culture Bid	-	£2,500.00
22.03.16	European Police Cross country Championship - VIP Day		£379.60
23.03.16	Host Mayor of Nuneaton & Bedworth	8	£80.55
02.04.16	Chairman of Warwick DC Civic Heads Event	2	£10.00
06.04.16	Visit of Inner Wheel Members	30	£30.00
09.04.16	Tickets for Mayor of Coleshill Charity Dinner	2	£60.00
13.04.16	Visit of HRH Duke of Gloucester, 70th Anniversary of the Freemen's Guild	50	£274.66
14.04.16	Lady Mayoress Civic Ladies Day	17	£65.45
21.04.15	HM The Queen 90th Birthday Celebration for 90 year old citizens	195	£4,231.50
22.04.16	Lunch with the Highly Commended Nominees of the Pride of Cov & Warks Awards	30	£307.50
28.04.16	Civic Dinner to mark educational progress in the City	32	£1,126.89
08.05.16	Lunch following City of Coventry Freemen's Sunday Service	50	£71.30
10.05.16	Visit of elderly visitors to the Lord Mayor's Parlour	12	£48.60
18.05.16	Donation to Lord Mayor's Charity Appeal	-	£127.50
	Mayoral Refreshments between 01-01.16 – 18.05.16		£221.70
	4th Quarter Budget Total		£9,979.65
	Total Budget		£64,764.51

Cabinet Member for Strategic Finance and Resources

21 July 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title:

Outstanding Issues Report

Is this a key decision?

No

Executive Summary:

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

Recommendations:

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

List of Appendices included:

Table of Outstanding Issues.

Other useful background papers:

None

Has it or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

No

Report author(s): Gurdip Paddan

Name and job title: Governance Services Officer

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

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	Subject	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
1	<p>Establishment of “Agency Pool” of Social Workers</p> <p>Report providing information on the feasibility of the City Council establishing their own pool of social workers and “growing” their own.</p> <p>CM for SF&R 13.07.2015 (Minute 3(5))</p>		<p>Executive Director of Resources</p> <p>Shokat Lal</p>		Officers to brief Cabinet Member separately

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