



Cabinet Member for Strategic Finance and Resources

Time and Date

10.00 am on Thursday, 13th October, 2016

Place

Committee Room 2 - Council House

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 8)
 - a) To agree the minutes of the previous meeting held on 21 July 2016.
 - b) Matters arising.
4. **Petitions - Improve broadband speeds in New Stoke Village** (Pages 9 - 16)

Report of Executive Director of Resources

To consider the above petitions (e-petition bearing 80 e-signatures and paper petition bearing 26 signatures). The petition organisers have been invited to the meeting for the consideration of this item.

5. **Q1 Cumulative Sickness Absence Report 2016-2017** (Pages 17 - 38)

Report of Executive Director of Resources
6. **Agency Workers and Interim Managers – Performance Management Report Q1 (1 April to 30 June 2016)** (Pages 39 - 50)

Report of Executive Director of Resources
7. **Transition Fund Awards** (Pages 51 - 58)

Report of the Executive Director of People
8. **Outstanding Issues Report** (Pages 59 - 62)

Report of the Executive Director of Resources

9. **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, 5 October 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.

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Coventry City Council
Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources
held at 10.00 am on Thursday, 21 July 2016

Present:

Members: Councillor J Mutton (Cabinet Member)
Councillor T Sawdon (Shadow Cabinet Member)

Other Members: Councillor K Maton

Employees: J Barlow, G Haynes, P Johnson, G Paddan, R Parkes,
Resources: S McGinty, E White, A West

People: M McGinty

Public Business

1. Declarations of Interest

There were no declarations of interest.

2. Minutes

The minutes of the meeting held on 7 March 2016 were noted and signed.

3. Matters Arising

There were no matters arising.

4. 12 month (April 2015 - March 2016) Cumulative Sickness Absence 2015/2016

The Cabinet Member considered a report of the Executive Director of Resources which provided information on the 12 month (April 2016 – March 2016) 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 annual and quarterly information was based on full time equivalent (FTE) average days lost per person against the FTE average days per person available for work. This was the method that was previously required by the Audit Commission for annual Best Value Performance Indicator reporting. The City Council continues to use this method to ensure consistency with previously published data.

The report provided the cumulative sickness absence figures for the Council and individual directorates. Appendix 3 attached to the report illustrated that on most occasions of sickness the absence across the City Council in April 2015-March 2016 was Infections, Colds and Flu accounting for 3,112 occasions. The amount of time lost due to infections was 7260.24 days. The time lost through Stress, Depression and Anxiety was 16,174.52 and the second, third and fourth most prevalent reason for time lost was due to Other Musculo-Skeletal Problems

14,261.97 days (1090 occasions); Stomach, Liver and Gastroenteritis 7370.85 days (2916 occasions).

The data provided within Appendices 2 and 4 reflected the new Directorates and establishment (the implementation of the Resources, People and Place Directorates). Appendix 5 provided the breakdown between frequent and long-term absence levels during 2015-16.

The report noted that training has allowed Managers the opportunity to refresh their knowledge and understanding of the promoting Health at Work process. Members considered the 'Talking Health, Safety and Wellbeing' article which is published weekly; the activities during Quarter 4 from the Occupational Health Team together with targets for 2016-17. A breakdown of the key findings of the audit was detailed in the report.

The Cabinet Member requested a briefing note on stress related illnesses and the information to be shared with the Leader of the Council.

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

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**

The Cabinet Member considered a report of the Executive Director of Resources which provided performance information on the use of agency workers procured through the Master Vendor Contract for the Q4 period 1 January to 31 March 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. The report also provided information on interim manager spends for the same periods.

The Master Vendor contract required all agency workers to be ordered through the Master Vendor, Pertemps and came into force on the 2 December 2013. The report showed the comparison for Q3 for 2015/16 with Q4 2015/16 on the spend and increase/decreases. The Master Vendor Contract covered all agency workers with the exception of interim managers for HAY Graded posts and agency works in schools.

The information provided showed a small increase in spend this quarter of £14,806 (0.88%). Data was provided for three main Directorates; People, Place and Resources. It was noted that there had been an increase in off-contract spend for both People and Resources Directorates.

The report provided the results of a consultation which has been undertaken and set out the steps the Council was taking to reduce expenditure on agency works, particularly in those areas where they were used most intensively.

The quarterly monitoring of expenditure on agency workers would continue throughout the contract. The cost of agency workers for the current reporting

period from Pertemps system was £1,888,837 which equates to 4.8% of the overall wage bill for this quarter (excluding schools).

The Cabinet Member noted that there had been an increase in agency workers in certain service areas within the Council and invited reassurance on the use of expensive interim staff for any length of time together with appropriate briefing of Members. Furthermore, a draft policy to be drawn up on approval for agency spends with suitable record of the justification.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Approves monitoring processes to continue for both Agency workers and Interim Managers.**
- 2. Endorses compliance with the corporate policy on the recruitment of Temporary Agency Workers through the Master Vendor, Pertemps.**
- 3. Instructs officers to continue to work towards reducing expenditure on the use of agency workers.**
- 4. Requests that the Deputy Leader speaks to the West Midlands Police and Crime Commissioner in respect of the time taken in carrying out Disclosure and Barring Service (DBS) checks for social worker appointments. Also to hold conversations with neighbouring Police and Crime Commissioners on this issue.**

6. Apprenticeship Strategy

The Cabinet Member considered a report of the Executive Director of Resources, which showed that the Council has been committed to Apprenticeships for many years and introduced its first Apprenticeship Strategy in 2011. The 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.

The Council remains firmly committed to developing its workforce and increasing the number of young people working for it. The report noted that the Apprenticeship Strategy outlined what the Council wants to achieve over the next three years. Work was underway with a range of organisations and services both internal and external to the Council promoting the benefits of apprenticeship to all.

Councillor Maton spoke at the meeting on the need for an apprenticeship strategy for the City as well as one for the Council. Consideration was given to the Apprenticeship Levy which will be driven by targets and would place a burden on local authorities at a time of reduction in funding. One way of meeting the targets within the period is for all public and private contributions to be pooled locally, enabling local partners to commission provision based on local employer demand.

Members and Officers present discussed the Apprenticeship Levy, which has been introduced and applies to local authorities with 250 staff or more, an apprenticeship recruitment target of 2.3 percent of the workforce headcount per year. It was noted that such a levy would be a financial burden at a time of

reduction to funding. It was suggested that public and private contribution to be pooled locally, enabling local partners to commission provision based on local employer demand. It was noted that the Levy should not replace national apprenticeship funding streams funding. Rather, national funds should be matched with it and devolved locally. The Cabinet Member proposed that each directorate be requested to create apprenticeships and the Strategy to be amended accordingly.

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

- 1. The implementation of the Apprenticeship Strategy as detailed in Appendix 1**
- 2. The continuation of the £263K funding per annum subject to budget process.**
- 3. A City Apprenticeship Strategy to be drawn up to promote partnership working.**

7. Transition Fund Awards

The Cabinet Member considered a report of the Executive Director of Resources on the Transition Fund Award. 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 was a key enabler for delivery of the Connecting Communities approach. Connecting Communities was an ambitious and wide reaching approach to radically redesign services through co-production and collaboration with local communities. The approach focused on how service might be delivered directly in the future in the communities and neighbourhoods where there was most need and within the resources available.

The criteria for final award of Transition Funding included 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 expression of interest in the Transition Fund was 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 supports Willenhall Community Forum Limited to accommodate alternative library provision following Cabinet decisions to end delivery of library services at Willenhall Library.

The report noted the Cabinet decision of 26 November 2015, which 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 have been identified.

RESOLVED that the Cabinet Member for Strategic Finance and Resources; notes the 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.

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

The Cabinet Member considered a report of the Executive Director of Resources which provide 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 return to corporate reserves.

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

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1. Notes the contents of Appendix 1 which sets out detailed expenditure of £64,764.51 against the hospitality budget**
- 2. Notes the final sum of £20,250 raised for the Lord Mayor's Charity Appeal 2015/2016**

9. 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.

10. 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 11.20am)



Cabinet Member Meeting for Strategic Finance and Resources

13 October 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:

Lower Stoke

Title:

Report in response to petitions regarding provision of superfast broadband in New Stoke Village

Is this a key decision?

No

Executive Summary:

Two petitions have been submitted to the City Council regarding the provision of Superfast broadband in New Stoke Village. The first petition sponsored by Councillor McNicholas, contains 26 signatures and was received on 31 March 2016. The second petition is an ePetition with 80 signatures and was received on 17 May 2016.

Both petitions request that the Council helps to improve the broadband speeds in New Stoke Village.

This report provides a response to the petitions and details actions being taken to address the issues highlighted.

Recommendations:

The Cabinet Member is recommended to:-

1. Respond to the petition organiser encouraging residents of New Stoke Village to register their requirements for access to superfast broadband with local broadband providers (BT and Virginmedia).
2. Review the Councils involvement in regional initiatives such as the Coventry, Solihull and Warwickshire Broadband Partnership with a view to improving the coverage of Superfast Broadband in Coventry.
3. Work with the Task and Finish groups of Scrutiny Boards 1 and 3, to meet with local Broadband suppliers (BT, Virginmedia, City Fibre etc.) to explore further opportunities for the improvement of the Superfast Broadband infrastructure within Coventry.

List of Appendices included:

Appendix 1 – Copy of petition text

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:

Report in response to petitions regarding provision of superfast broadband in New Stoke Village

1. Context (or background)

- 1.1 New Stoke Village is a new housing estate with ongoing building works on the site of the old Peugeot Plant. The initial build was started within the last 5 years.
- 1.2 Despite the recent build, the ability to provide superfast broadband within the development is limited and average broadband speeds within the area are typically between 1 and 3.5MB/Sec.
- 1.3 Consultation with both BT/Openreach and Virginmedia reveal that they currently have no plans to upgrade their services within the area to provide Superfast Broadband.

2. Options considered and recommended proposal

- 2.1 The Council has very limited powers to influence broadband providers to upgrade their existing infrastructure to allow for the provision of superfast Broadband within areas such as New Stoke Village.
- 2.2 The Council and indeed other partners in the City, recognise the ever increasing need for fast and reliable broadband for all residents and businesses across the City and this will be a key part of our Digital Strategy for Coventry which is being developed and will be taken for decision in the Autumn. We are working on many initiatives to ensure connectivity options are developed and available. However, it is important to state that the Council can only act in an influencing capacity as the development of broadband infrastructure is not the responsibility of the Council. BT and other providers, who do hold this responsibility, are working within the City to upgrade infrastructure on a commercial basis. Currently over 91% of the properties in the City have the opportunity to connect to superfast broadband (25 megabytes per second plus).
- 2.3 Both BT and Virginmedia have schemes available whereby residents can register an interest in Superfast broadband via their respective websites. Once they have received sufficient requests they are able to make a business case to upgrade or install the relevant superfast infrastructure in an area and connect the customers. There are also options via BT for residents to join together in 'Crowd Funding' groups to work jointly with BT to contribute towards the costs of infrastructure upgrades, where the BT business model would not normally fund the project.
- 2.4 The council is currently working with the Coventry Solihull and Warwickshire Broadband Partnership to submit two applications for external funding to improve broadband infrastructure in the city. All external funding bids work on the premise of creating jobs and business growth and enabling digital connectivity to local businesses. One of the significant bi-products of this is increasing accessibility for local residents who live near businesses that become broadband enabled. These bids are competitive and subject to match funding from the private and public sector. This funding is targeted at those areas that do not currently have access to superfast broadband coverage. Currently, funding is available from the European Regional Development Funding (ERDF) and the governments' Growth Deal. And the City Council is a stakeholder in both bids. Any match funding required would need to be affordable and would be subject to future cabinet and council approval.

- 2.5 An upgrade of the broadband infrastructure to serve business premises is likely to have a knock on effect of making Superfast broadband available to residential customers within the same area, subject to the residential premises being within distance of the area serviced by the upgraded infrastructure. The Council would work to influence to address areas where this is a known, however, the details would need to be worked through and there is no guarantee that New Stoke Village would benefit.
- 2.6 The Council recognises the impact on the limited access to superfast Broadband within the New Stoke Village area and Cabinet Member is recommended to:-
1. Respond to the petition organiser encouraging residents of New Stoke Village to register their requirements for access to superfast broadband with local broadband providers (BT and Virginmedia).
 2. Review the Councils involvement in regional initiatives such as the Coventry, Solihull and Warwickshire Broadband Partnership with a view to improving the coverage of Superfast Broadband in Coventry.
 3. Work with the Task and Finish groups of Scrutiny Boards 1 and 3, to meet with local Broadband suppliers (BT, Virginmedia, City Fibre etc.) to explore further opportunities for the improvement of the Superfast Broadband infrastructure within Coventry.

3. Results of consultation undertaken

- 3.1 Discussions have been undertaken with the main providers of Superfast Broadband to residential premises in the UK (BT and Virginmedia). Under their current development programme, there are no plans to extend or upgrade their infrastructure in New Stoke Village.
- 3.2 Discussions have been held with the Coventry, Solihull and Warwickshire Broadband Partnership (CSWP) about options for further involvement in the project. The CSWP Broadband project works with broadband providers to upgrade their infrastructure to provide Superfast Broadband to business premises within an area. An area would be eligible for inclusion in the project provided there is no superfast broadband available from any provider in that area.

At present, Coventry is not actively involved in the CSWP project as there was already sufficient market activity in Coventry at the time to meet the growing requirements and the matched funding could not be justified. Whilst there has been some progress on the development of the broadband infrastructure in Coventry, this has not been sufficient to meet the growing demands. Further involvement in the CSWP project would be dependent upon a commitment to match funding as part of the ERDF project proposal currently in progress. Any matched funding required would need to be affordable and would be subject to future cabinet and council approval.

- 3.3 The Council is working towards publishing a Digital Strategy for Coventry, which has the vision to 'Make Coventry a Digital Place'. The strategy specifically mentions the need for 'An effective and progressive digital connectivity infrastructure in the city, including broadband/fibre, mobile telecommunications (4G) and public Wi-Fi. This supports the Council's Local Plan and Government's Digital Communication Infrastructure Strategy ambitions.
- 3.4 The Council's Local Plan includes provision to ensure that all new residential developments in the City include provision for the inclusion of superfast Broadband infrastructure to

ensure that there is adequate capacity to meet the growing needs of the City.

- 3.5 A Digital Strategy Task & Finish Group has been set up to specifically review Digital provision in Coventry and a Member Digital Champion has been appointed. The remit of the Task and Finish group includes looking at the current broadband infrastructure provision in Coventry and how we can work better with partners like BT, Virginmedia, CityFibre and Warwicknet to achieve better provision for business and residents and any steps we can take nationally to influence this agenda and funding made available for it.

4. Timetable for implementing this decision

- 4.1 A written response can be made to the petition organisers, urging them to register an interest in Superfast Broadband with both BT and Virginmedia.
- 4.2 The council is a stakeholder in two external funds with the Coventry, Solihull and Warwickshire Broadband partnership with the aim of increasing superfast coverage across Coventry and Warwickshire. More news will be known towards the end of Quarter 3 and any successful bid will be subject to cabinet and council approval.

5. Comments from Executive Director, Resources

- 5.1 Financial implications
There are no direct financial costs as a result of the recommendations in this report

- 5.2 Legal implications
None

6. Other implications

Any other specific implications

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

The improved provision of Superfast Broadband will make Coventry an attractive area to both work and live, and will ultimately help to attract further investment in the City. The provision of Superfast Broadband in all new residential developments is already included as part of the Local Plan. In addition, the forthcoming Digital Strategy for Coventry will cover the need for an effective and progressive Digital connectivity infrastructure in the City, as this is a key element of its success.

6.2 How is risk being managed?

The ongoing risk of limited access to Superfast Broadband is already being reviewed by Councillors and Council Officers including as part of the Digital Task & Finish Group.

6.3 What is the impact on the organisation?

None

6.4 Equalities / EIA

N/A

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

Improvements to access to superfast Broadband in both residential and business premises will ultimately lead to better access to services provided by partner organisations.

Private sector partners have a key role to play in this agenda.

Report author(s):

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Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Gurdip Paddan	Governance Services Officer	Resources	30/9/16	30/9/16
Lisa Commane	AD ICT Transformation and Customer Services	Resources	22/9/16	22/9/16
Rebecca Young	Economy and Jobs Manager	Place	22/9/16	22/9/16
Andy Williams	Resources & New Projects Manager/ CWLEP Executive	Place	21/9/16	22/9/16
Names of approvers for submission: (officers and members)				
Finance: Name	Phil Helm	Resources	26/09/16	26/09/16
Legal: Name		Resources		
Chris West	Executive Director	Resources	23.09.16	
Councillor John Mutton	Cabinet Member Strategic Finance and Resources		23.09.16	29.09.16

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

Appendix 1

E-petition:

Fibre Optic Broadband New Stoke Village

Description

Having lived in New Stoke Village for over 4 years there has been a steady decline in broadband speeds, with current performance in the area averaging 1Mb - 3.5Mb. Myself and many other residents find the speeds on offer unbearable and i believe a petition was raised in 2014 about the quality of the broadband. The estate has now grown even more, and continues to grow which is putting a massive strain on the current infrastructure and is only compounding the problem further. For a real world example of just how poor the broadband is in the area, no more than two people can stream a youtube video simultaneously in my house without it causing buffering. Furthermore companies such as EE won't offer some services such as EE TV because the internet speeds do not meet there required minimum. It simply has got to the point where the internet speeds are no longer meeting the requirements for modern technology.

I have been in contact with CSW Broadband and understand that there is no current plan to roll out fibre-optic broadband in this area or any of the new build areas across Coventry. It is my understanding that Coventry City Council has not contributed any funding towards CSW Broadband for upgrades of the network in Contract 1 or Contract 2 hence why there is no plan to bring Fibre Optic roll-out does not include these areas.

I have begun discussions with Openreach to find out more about the community fibre partnership in order to get an understanding of the investment needed to bring fibre optic to our community.

This is a petition for Coventry City Council to help the residents in the area by providing support and funding for an improvement to the broadband speeds. Either through supporting a community fibre partnership or making funds available for Contract 3 of the CSW fibre rollout.

Paper petition:

We the undersigned call on the City Council to improve broadband speeds in our area.



Cabinet Member for Strategic Finance and Resources

13 October 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:

3 month April – June 2016 Cumulative Sickness Absence 2016-2017

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 3 month period of April - June 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 3 month period of April to June 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 (April – June 2016 vs. April – June 2015)

Appendix 3 – Coventry City Council Reasons for Absence (April – June 2016)

Appendix 4 - Days Lost per FTE, by Directorate (April – June 2015/2016 vs. 2016/2017)

Appendix 5 - Coventry City Council Percentage Breakdown of Absence (April – June 2016)

Appendix 6 - Coventry City Council Spread of Sickness Absence (By Length of Days) (April – June 2016)

Appendix 7 and 8 - Summary of Occupational Health & Counselling Services Activities Undertaken (April – June 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: 3 Month (April – June 2015) Cumulative Sickness Absence 2015/2016

1. Context (or background)

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

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

1.3 Performance and Projections -

FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2015/16 – Quarter 1	1.99	2.24	1.04
2016/17 – Quarter 1	2.05	2.25	1.35

Annual FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2016/17 Target	8.00	8.95	4.56
2016/2017 Projected	8.95	9.83	5.85

Projected Cost of Sickness £'000's	All Employees	All Employees (except teachers)	Teachers
2015/2016 Actual	11,130	9,130	2,000
2016/2017 Projected	11,050	8,704	2,346

1.4 Reasons for Absence

1.4.1 Appendix 3 Illustrates that:

- The most occasions of sickness absence across the City Council in April – June 2016 is Stomach, Liver and Gastroenteritis accounting for 716 occasions. The amount of time lost through Stomach, Liver and Gastroenteritis was 1,617.60 days.

- The amount of time lost through Stress, Depression, and Anxiety was 3,878.63 days, making it the highest cause of time lost. However, it is not possible to differentiate between personal stress and work related stress.
- The second and third most prevalent reasons for time lost due to sickness absence were Other Musculo-Skeletal Problems (3,450.61 days) and Stomach, Liver and Gastroenteritis (1,617.60 days).

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

- Quarter 1 (ending June 2009) out turn was **2.43** (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2010) out turn was **2.26** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2011) out turn was **1.96** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2012) out turn was **2.19** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2013) out turn was **2.07** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2014) out turn was **2.17** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2015) out turn was **1.99** days (average sick days lost per full time equivalent employee).
- Quarter 1 (ending June 2016) out turn was **2.07** days (average sick days lost per full time equivalent employee).

1.4.3 When comparing Quarter 1 (2016/17) out turn with last years in the same period (2015/16), it reveals that:-

- Reduction of the occurrences of absence by **79** based on comparison with the same period last year.
- Reduction of total days lost per FTE by **903.70** days based on comparison with the same period last year.
- Reduction of **6807.75** working hours' lost based on comparison with the same period last year out-turn.

- Reduction of **£74,713.45** in respect of cost of absence based on comparison with the same period last year.
- Stress has reduced by **97.63** days and by 20 occasions, based on comparison with the same period last year.
- Musculo-Skeletal has reduced by **426.61** days and by 9 occasions, based on comparison with the same period last year.
- Reduction of **130.31** days lost due to Infection, Colds and Flu, but an increase of 15 occasions based on comparison with the same period last year.
- Chest, Respiratory, Chest Infection has reduced by **196.18** days and by 21 occasions, based on comparison with the same period last year.
- Stomach, Liver and Gastroenteris has reduced by **155.54** days lost and by 19 occasions based on comparison with the same period last year.

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

1.5 Frequent and Long Term Absence

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

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

1.6 Dismissals through Promoting Health at Work Corporate Procedure

1.6.1 During April – June 2016 there have been a total of **4** dismissals in accordance with the Promoting Health at Work Corporate Procedure. **4** dismissals have been due to ill health retirement.

2. Options considered and recommended proposal

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

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

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

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

- Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about an employees continued employment.
- A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.
- Training is provided to managers to support dealing with both practical and procedural issues. An on-going programme of training is taking place across the Council as a whole. This includes receiving the absence phone call, conducting effective Return to Work Interviews, supporting Disabled Employees and understanding the rationale for making Reasonable Adjustments in the work place to facilitate an employee's return to work.
- Training has allowed Managers the opportunity to refresh their knowledge and understanding of the Promoting Health at Work process.
- The implementation of an intranet based absence toolkit '*Managing Absence - Your Guide*' along with a desk top icon for easy access. The purpose of the toolkit is to enable managers to deal with the routine "day to day" sickness absence management tasks. The toolkit contains a number of simple and easy to use guides. The toolkit also provides detailed FAQs, 'how to guides' and some straightforward 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.

2.1.4 A number of service areas across the Council hold regular 'performance summits / clinics' on a monthly, quarterly or as needed basis. These incorporate both the management of sickness cases as well as areas of performance concerns, which in some cases have a direct link.

2.1.5 These serve as a useful mechanism to safeguard the general well-being of the organisation ensuring performance and attendance are well-managed for all parties. This guarantees absence levels remain a high priority with the aim to reduce these levels for the Council and to enable services to be cost-effectively delivered to the public.

2.1.6 The purpose of 'performance clinics', are to provide an opportunity for Management with the relevant Head of Service / Assistant Director, to review sickness and performance cases within a given area. This is to ensure cases are being addressed in a timely manner and are being robustly, consistently, fairly and appropriately managed through the application of the Promoting Health at Work process and other relevant processes.

2.1.7 The clinics provide an opportunity for Managers to share good practice and experience in managing absence levels, as well as to gain further advice, support and updates on changes to procedure and support the Council can provide to its employees and Managers, from their Lead HR Representative, HR Health & Wellbeing Team and HR Representative Performance Team.

2.1.8 One of the particular key benefits of performance clinics has been to identify hotspot areas, or key issues/reasons for absence within service areas. This enables the advice, support and resources to be tailored to ensure these issues are addressed and managed and that our employees are appropriately supported. This has proved to be very useful in making a positive impact in the working environments and on attendance levels.

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

2.2 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 1:

- **Think Needlestick**

The article highlighted the dangers of needlestick injuries, actions to be taken in the event you have a needlestick injury and the need to remain vigilant towards discarded needles. Most of us think needle stick injuries would be confined to health care workers, but the truth is that we all need to be aware of the dangers posed by carelessly discarded hypodermic needles. The effects to an individual can be devastating, not only in the unfortunate incident of contamination or contracting of a disease but also the psychological distress caused due to worry and uncertainty.

- **“Sing up, it’s healthy**

The article focused on the health benefits of singing. As well as the feeling of community and bonding, singing has a range of social, emotional and psychological benefits that improve our wellbeing. From improved oxygen and aerobic capacity, to feeling happier through the release of endorphins which help to reduce stress and improve the immune system. The effects are totally positive.

- **Sleeping’s so underrated**

The article emphasised the importance of a good night’s sleep and that we sometimes undervalue this. The benefits a good night’s sleep brings to your health can be quite substantial including improved mood, helping to reduce the risk for serious medical conditions such as heart disease and diabetes and reducing the potential for gaining weight.

- **Phew that was lucky**

The article was developed to raise the profile and promote the need of reporting near misses as part of the Council wide communication strategy which was identified at Health and Safety Strategy Group in April 2016. We often go by the misconception that a lucky escape from injury, ill health from a work activity, or as a result of damage to premises, plant or equipment was “just one of those things”. As a result we don’t always do anything about the situations that caused them in the first place or informing anyone about it. By identifying and reporting of near misses employees can really contribute to reducing injury, illness and damage.

- **Tasty tips to help fight the pounds whilst quitting**

The article focused on how to prevent piling on the pounds when quitting smoking. Research by a dietician at the University of Birmingham has identified that on average people gain 5kg (11lb) in the year after they stop smoking. Giving up smoking can be difficult and making the decision to quit smoking to lead a healthier life is a really positive step forward.

- **Helping you cope with bereavement**

The article talked about coping with bereavement and the help and support available to employees across the council.

- **Diabetes – identifying the risks**

The article highlighted the importance of being able to identify diabetes and gave employees the opportunity to be able to determine their potential risk from the disease through the use of a risk scoring system. This coincided with National Diabetes Awareness week where a clinic was available for those who were identified as potentially being at risk to have blood sugar check-up. Uptake was very good and 26 employees accessed the clinic; positively there were no GP referrals.

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

- The Managers Health and Safety Annual Self Audit commenced on 16th May 2016 and closed on 1st July following requests for an extension. 100% returns were received from Senior Managers following an extension, and 100% of Assistant Directors/Directors Questionnaires were also received.

A summary report on Corporate Health and Safety compliance will be available on 8th August 2016 and will be emailed to the H&S Strategy Group members. Directorate H&S compliance reports will be forwarded to Directors/ADs and presented at Directorate H&S meetings

- The popular annual health and safety legal update for senior managers was delivered by Eversheds on Thursday 16th June 2016. All senior managers were invited to attend this event, particularly those who were new to the authority or had not attended in 2015. Issues covered, included health and safety leadership; recent cases and prosecutions, and managing major risks. 38 managers and 1 trade union representative attended.

20 - People Directorate	6 - Places Directorate	12 - Resources Directorate
-------------------------	------------------------	----------------------------

Repeating the training for those managers who were unable to attend is planned for 14th September 2016.

- **NHS Health Checks** will continue: 69 were carried out over Quarter 1 as part of the Wellbeing Programme. 38 required additional intervention to prevent deterioration in health.
- In line with Public Health and Diabetes UK, the **Diabetes Initiative** took place between 15 – 17th June 2016. Diabetic Risk Questionnaires were published on Beacon and handed out for those with limited access to the Intranet. All Council employees with a significant diabetic risk score were offered a diabetic check. 26 employees took part.

Musculoskeletal

- The Fast Care Clinics in key areas: Christchurch House Annexe, Whitley Depot and Faseman House, will continue to support high risk areas for musculoskeletal problems.
 - 4 x Stretch and Flex courses were run in Q1 for Adult Social Care – Provided Services and Libraries. 25 employees attended.
 - 6 x Shoulder Injury Prevention courses were run in Q1 for Adult Social Care – Provided Services and Libraries. 49 employees attended.
- The Revenue and Benefits move took place from Christchurch House to Cheylesmore House. Approx. 120 employees were supported with the move through the Occupational Health, Safety and Wellbeing Service.

Employees who indicated they had musculoskeletal problems were assessed by the ergonomic assessors/occupational health advisors, including workplace assessments and recommendations around reasonable adjustments made where required

Mental Wellbeing

- The MIND Mental Wellbeing Awareness training was run on 5th May 2016, supporting managers in understanding mental health in the workplace. 63 managers attended.

38 - People Directorate	12 - Places Directorate	13 - Resources Directorate
-------------------------	-------------------------	----------------------------

Feedback was positive with 43 evaluation forms being completed. 31 managers stated their knowledge of this area of mental health had improved as a result of attending this training. 29 managers stated the session was useful and relevant to their work needs.

- The Mandatory Workplace Mental Wellbeing Audit Programme continues to be rolled out across the Council and schools.
- Work is to commence with John Gregg to provide additional emotional support for Social Workers. Monthly 'Mental Wellbeing Support Groups' continue currently for social workers in the Children's Social Care Team, enabling the social workers to address issues which have arisen for them from their case load, in a facilitated meeting, to help avoid burn out.

3. Results of consultation undertaken

No consultation has been undertaken.

4. Timetable for implementing this decision

None.

5. Comments from Executive Director, Resources

5.1 Financial implications

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

5.2 Legal implications

There are no legal implications resulting from this report.

6. Other implications

There are no other specific implications.

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

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

6.2 How is risk being managed?

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

6.3 What is the impact on the organisation?

Human Resources

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

Information and Communication Technology

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

Trade Union Consultation

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

6.4 Equalities/EIA

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

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

None.

Report author(s):

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Directorate:

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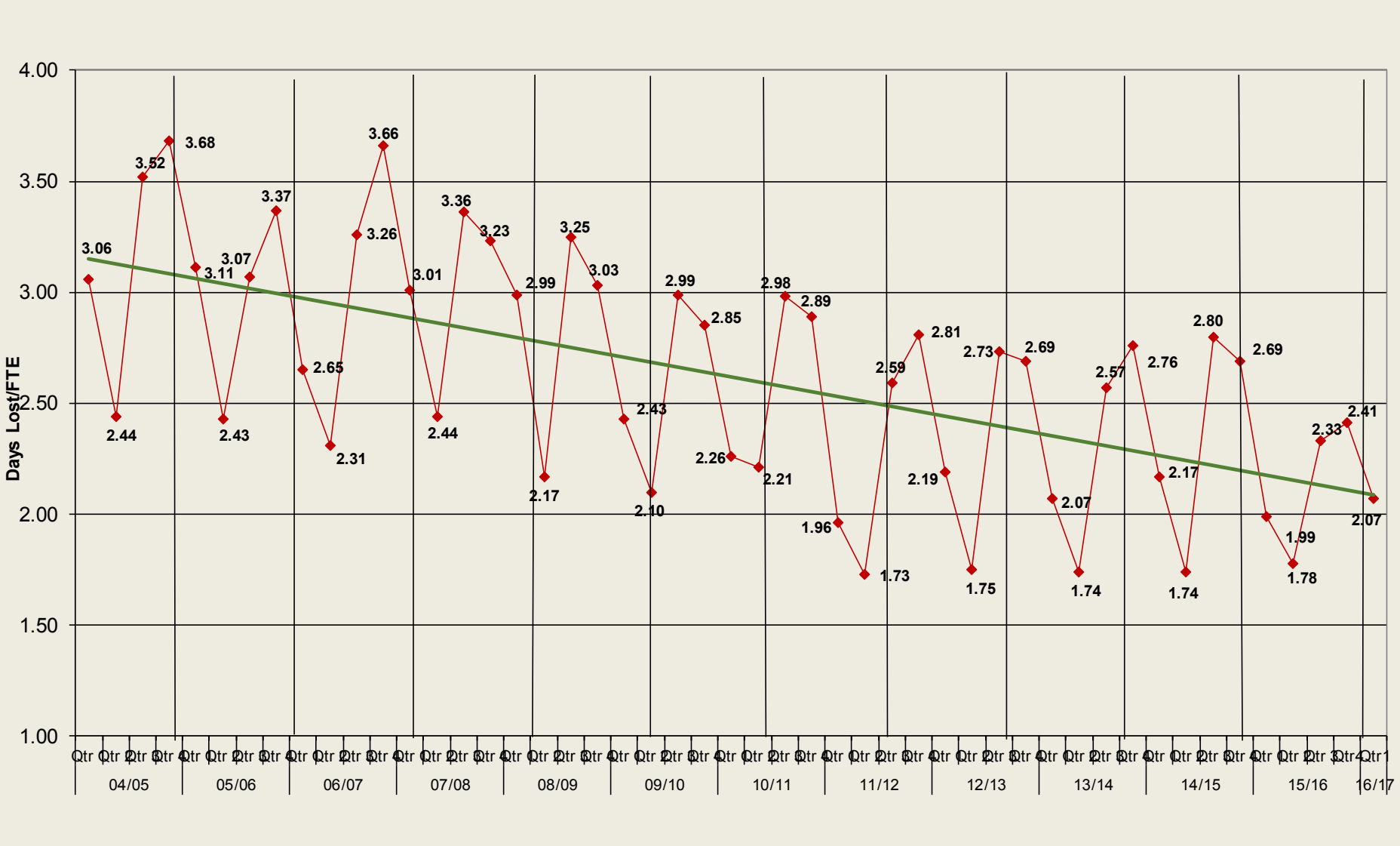
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Wilma Green	HR Advisor	Resources	09/09/16	
Angie White	Occupational Health & Safety Manager	Resources	09/09/16	29/09/16
Louise Hughes	Senior Accountant	Resources	09/09/16	29/09/16
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Names of approvers: (officers and members)				
Barbara Barrett	Head of HR & OD	Resources	09/09/16	29/09/16
Julie Newman	Children & Adult Legal Service Manager	Resources	09/09/16	29/09/16
Councillor J Mutton	Cabinet Member	Coventry City Council		29/09/16
Chris West	Executive Director	Resources	09/09/16	

This report is published on the Council's website:

www.coventry.gov.uk/meetings

Coventry City Council
Days Lost per FTE
2004 - 2016



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

April – June 2016	April – June 2015	Annual Target 2016/2017
2.07	1.99	8

This demonstrates an increase of 0.08 days per FTE compared to 2015/2016.

Chief Executive's Directorate

April – June 2016	April – June 2015	Annual Target 2016/2017
0.22	0.32	2

This demonstrates a reduction of 0.1 days per FTE compared to 2015/2016.

Place Directorate

April – June 2016	April – June 2015	Annual Target 2016/2017
2.10	2.39	9.30

This demonstrates a reduction of 0.29 days per FTE compared to 2015/2016.

People Directorate

April – June 2016	April – June 2015	Annual Target 2016/2017
2.82	2.72	10.95

This demonstrates an increase of 0.1 days per FTE compared to 2015/2016.

Teachers in Schools

April – June 2016	April – June 2015	Annual Target 2016/2017
1.29	1.04	4.56

This demonstrates an increase of 0.25 days per FTE compared to 2015/2016.

Support Staff in Schools

April – June 2016	April – June 2015	Annual Target 2016/2017
2.11	2.12	7.55

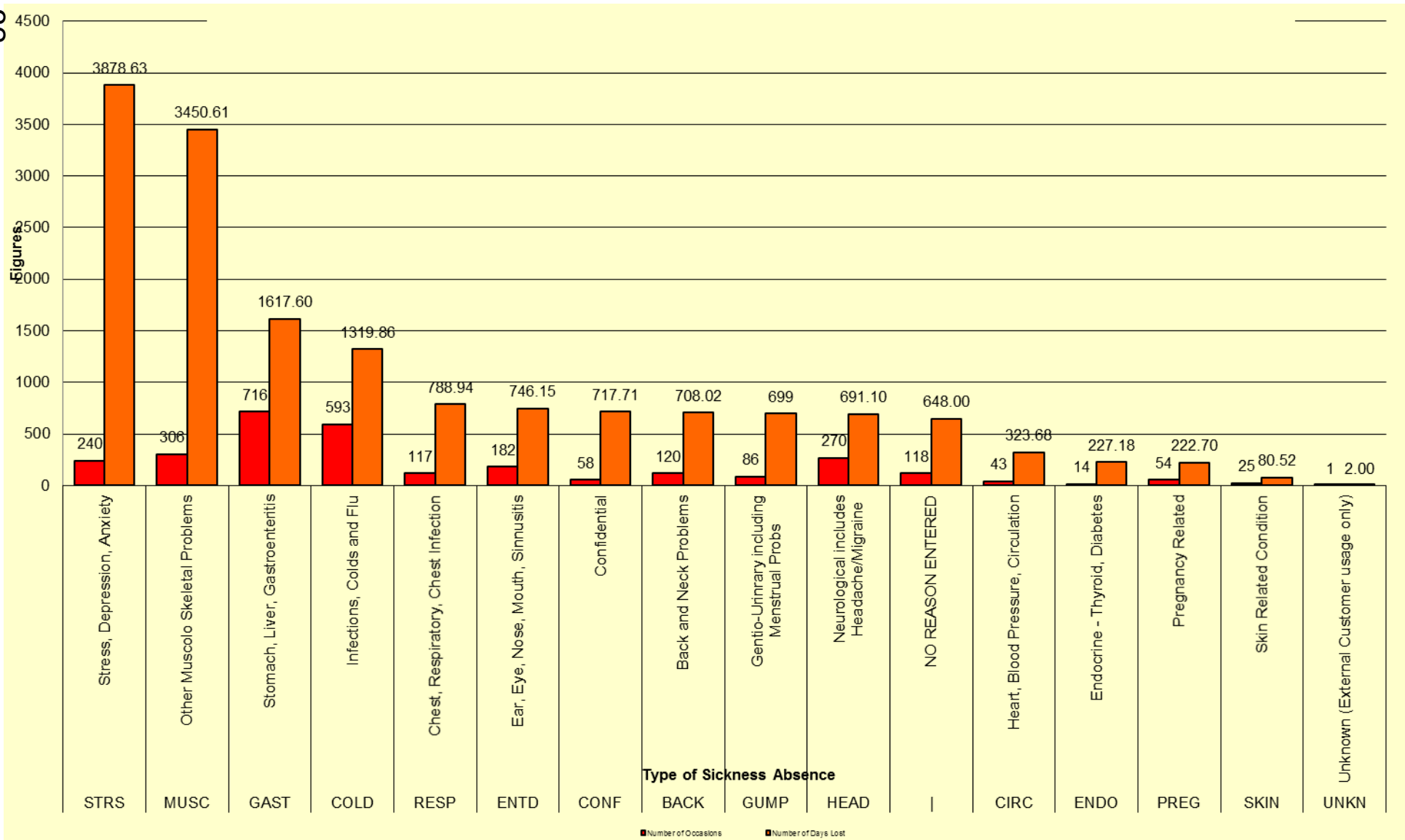
This demonstrates a reduction of 0.01 days per FTE compared to 2015/2016.

Resources Directorate

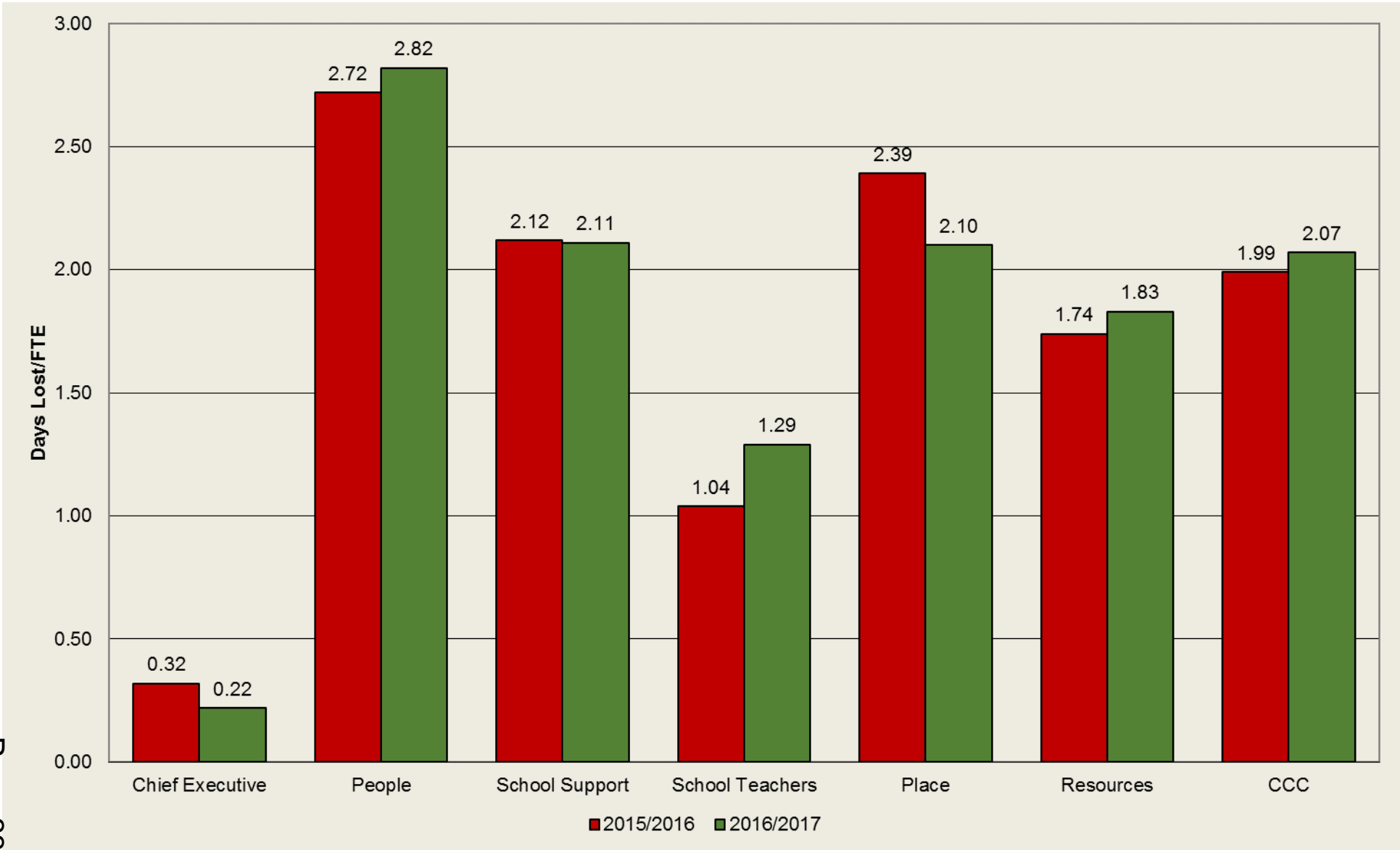
April – June 2016	April – June 2015	Annual Target 2016/2017
1.83	1.74	8

This demonstrates an increase of 0.09 days per FTE compared to 2015/2016.

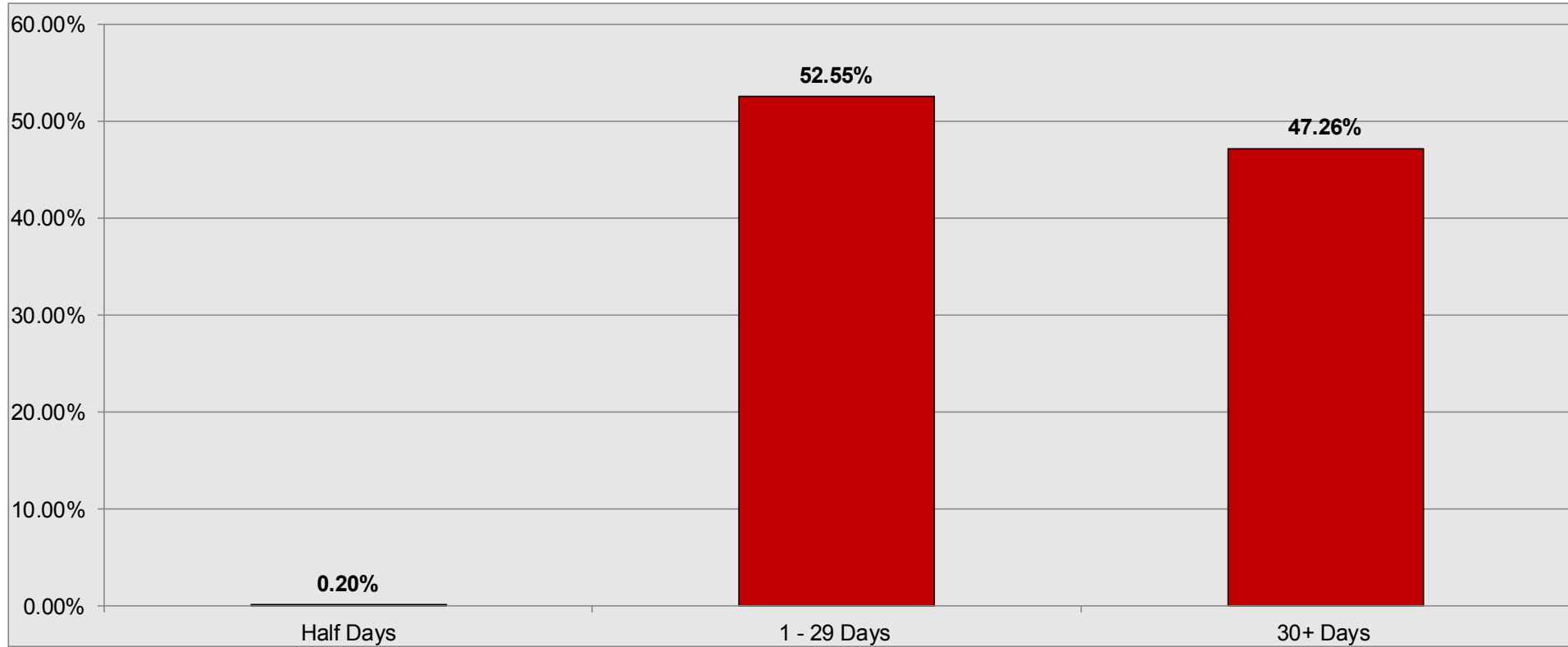
Coventry City Council – Reasons for Absence
April – June 2016



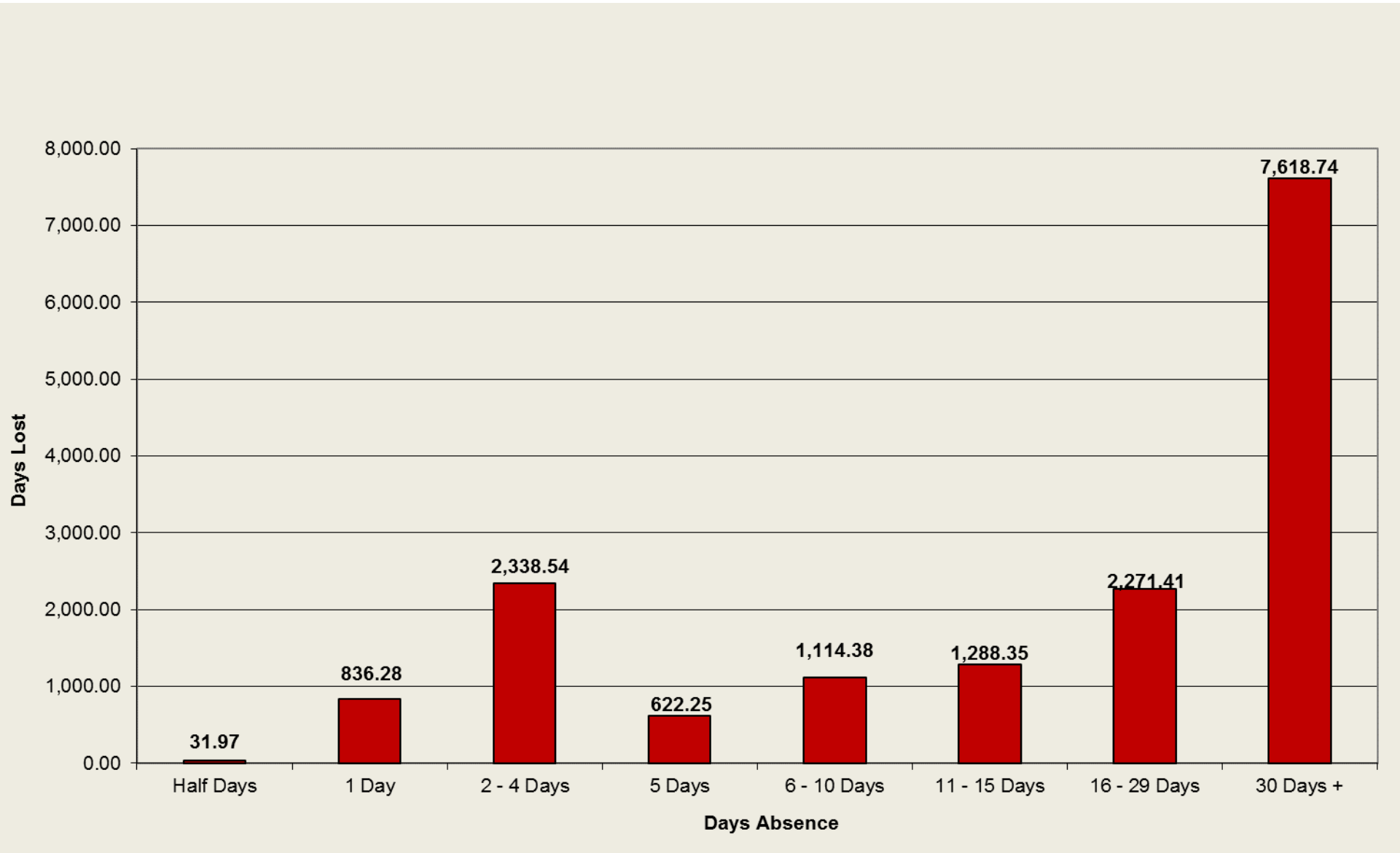
2015/2016 vs. 2016/2017
Days Lost Per FTE



Coventry City Council
April – June 2016
Sickness Absence – Percentage Breakdown



Coventry City Council
Spread of Absence by Length of Days
April – June 2016



OCCUPATIONAL HEALTH
Promoting Health at Work Statistics
1st April 2016 – 31st March 2017 (Q1)

Occupational Health Activity	April-June 2016	July-September 2016	October-December 2016	January-March 2017	Total for Year
Pre-Employment health assessments	160				160
<p><u>April – June 2016</u> From the 160 pre-employment assessments, 112 required additional advice and guidance to be given to the employing manager. 44% 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	268				268
Ill health conditions reported/investigated as work related, including workplace assessments	43				43
<p><u>April – June 2016</u> 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 89% reports sent to HR/schools within 3 working days</p>					
Vision screening and other surveillance procedures including vaccinations	85				85
<p><u>April – June 2016</u> From the 85 screenings which took place 45 required additional intervention to prevent a deterioration in health and maintain the employee in work.</p>					
Healthy Lifestyles screens and follow up appointments	87				87
<p><u>April – June 2016</u> 62 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, 18 were identified as having previously unidentified health problems and required a follow up appointment at the OHU or referral to their GP.</p>					

COUNSELLING SERVICE
Promoting Health at Work Statistics
1st April 2016 – 31st March 2017 (Q1)

Counselling and Wellbeing Activity	Apr – Jun 2016	Jul – Sep 2016	Oct – Dec 2016	Jan – Mar 2017	Total for Year
New referrals for counselling	97				97
Counselling sessions	359				359
Service evaluation					
Number of employees completing questionnaire	24				24
Counselling helped avoid time off work (not on sick leave)	13				13
Counselling helped early return to work (on sick leave when counselling started)	7				7
Did not affect sickness absence	4				4

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

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Cabinet Member for Strategic Finance and Resources

13 October 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 Q1 (1 April to 30 June 2016).

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 Q1 period 1 April to 30 June 2016; to compare Q1 2016/17 with Q4 2015/16 expenditure. To also consider Interim Manager and other agency worker spends for the same period.

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.
4. Instruct officers to use the Pertemps Master Vendor contract except when Pertemps have not been able to supply appropriate staff.

List of Appendices included:

The information attached in Appendix I shows the total expenditure over time on agency workers by Directorates up to and including Q1 2016/17 for spends with the Master Vendor supplier, Pertemps, including for interims. The dotted line shows the trend line for the data shown; it does not predict the spend in future quarters.

The information attached in Appendix II show the justification of new orders placed by Directorates for agency workers during Q1 2016/17 which resulted in spend with Pertemps.

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 Q1 (1 April to 30 April 2016).

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 for a period of 3-years with the option of a one year extension. 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 Q4 for 2015/16 with Q1 2016/17 and indicates if there has been an increase or a decrease in spend. The Master Vendor Contract covers all agency workers required by the core council. Where Pertemps are not able to meet an order, following a discussion with the HR Contract permission to go off contract will not be unreasonably withheld. The Pertemps contract does not cover agency workers in schools.

2.1 Table of spend with Pertemps: comparing Q4 2015/16 and Q1 2016/17

Directorate	Spend Q4 2015/16	Spend Q1 2016/17	Increase/decrease
People Directorate	£1,689,315	£1,719,826	£30,511
Place Directorate	£71,949	£109,934	£37,985
Resources Directorate	£127,570	£104,453	- £23,117
Chief Executives	£0	£0	--
TOTAL	£1,888,834	£1,934,213	£45,379

Directorate Commentary on increased Agency worker Spend for Q1 2016/17People Directorate

There is a small increase in spend this quarter of £30,511 (1.81%) due to ongoing vacancies however, this should show some reduction during the next quarter as the service continues to recruit permanent, experienced social workers.

The ongoing recruitment campaign is attracting social workers to Coventry with some Agency workers opting to take on permanent roles with the service. At the time of writing (17/08/2016) the numbers are:

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. The position on 29th September 2016 is:

	Have accepted offer	Of those accepted: have started
Experienced	24	18
Newly Qualified	28	24
Total	52	42

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.

In this quarter, spend on Children’s social workers is £1,455,098 or 84.6% (Q4 = 80.6%) of the agency spend by People directorate and 75.2% (Q4 = 72%) of the corporate spend on the Pertemps contract.

Place Directorate

During the quarter a wide variety of roles were covered including:

- Cleaners - Sickness Cover
- Gardeners – Extra Workload
- Heritage Assistant – Vacancy Cover
- Neighbourhood Operative – Vacancy Cover and Extra Workload
- Planning Officer – Vacancy Cover
- Refuse Collector – Extra Workload
- Semi-Skilled Operator – Vacancy Cover
- Visitor Information Assistant – Vacancy Cover

2.2 a Table for Comparison of Interim Spend with Pertemps; Q4 2015/16 with Q1 2016/17
 [These figures are also included in Table 2.1, above]

Directorate	Total Spends in Q4	Total Spends in Q1	Increase / Decrease in Spend
People: Children’s	£59,222	£49,419	-£9,803
People: Education	£0	£0	£0
People: Adults	£0	£0	£0
Place	£0	£0	£0
Resources	£37,979	£24,871	-£13,108
TOTAL	£97,201	£74,290	-£22,911

There is a decrease in spend on Interim staff within the Pertemps Contract.

2.2 b Table for Comparison of Spend Q4 2015/16 with Q1 2016/17 which does not go through the Pertemps contract;

Directorate	Total Spends in Q4	Total Spends in Q1	Increase / Decrease in Spend
People: Children's	£113,990	£178,460	£64,470
People: Education	£130,308	£90,123	(£40,185)
People: Adults	£0	£7,800	£7,800
Place	£710,065	£307,152	(£402,913)
Resources	£18,795	£37,281	£18,486
TOTAL	£973,158	£620,816	(£352,342)

Overall there is an increase in spend in People and Resources and a reduction in Place

People Directorate - Children's

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

- CSE Specialist
- Head of Social Care
- LAC Improvement Partner
- Principal Social Worker
- Integrated Service Manager

The majority of interims currently placed across the People Directorate are covering hard to recruit social work manager posts which reflects the difficulty in recruiting high calibre social work managers to Coventry. However, over the past month the service has been able to make three permanent appointments to posts which are being covered by Interims. 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.

People Directorate - Adults

One worker has been taken on to support the work of the All Age Disability service.

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.

Resources Directorate

An interim has joined the HR service to support the service during the current restructure.

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 permanent staff are now returned from sick leave and the structure of the team is being assessed.

2.3 Unauthorised Agency spend

During the quarter no non-compliant agency worker spend was identified.

3. Rebate

The cost of agency workers is made up of the pay rate for the work plus working time directive payments, national insurance payments and a margin or mark up to the agency. As part of the Master Vendor contract, fixed pay rates have been set corporately for each job category. Given that national insurance payments and the working time directive are fixed legislative requirements, Pertemp's procurement of agency workers is based on reducing agency mark ups in order to generate cashable savings. The rebate for quarter 1 is £284,721 which compares with a figure of ££309,293 in quarter 4, 2015/16.

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 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 £1,934,213 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 Q1.

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

7.2 Legal implications

There are no specific legal implications associated with this report.

8. Other implications

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

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

8.2 How is risk being managed?

No risks identified

8.3 What is the impact on the organisation?

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

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

Human Resources are proactively supporting managers to reduce agency spend.

8.4 Equalities / EIA

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

8.5 Implications for (or impact on) the environment

None

8.6 Implications for partner organisations?

None

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

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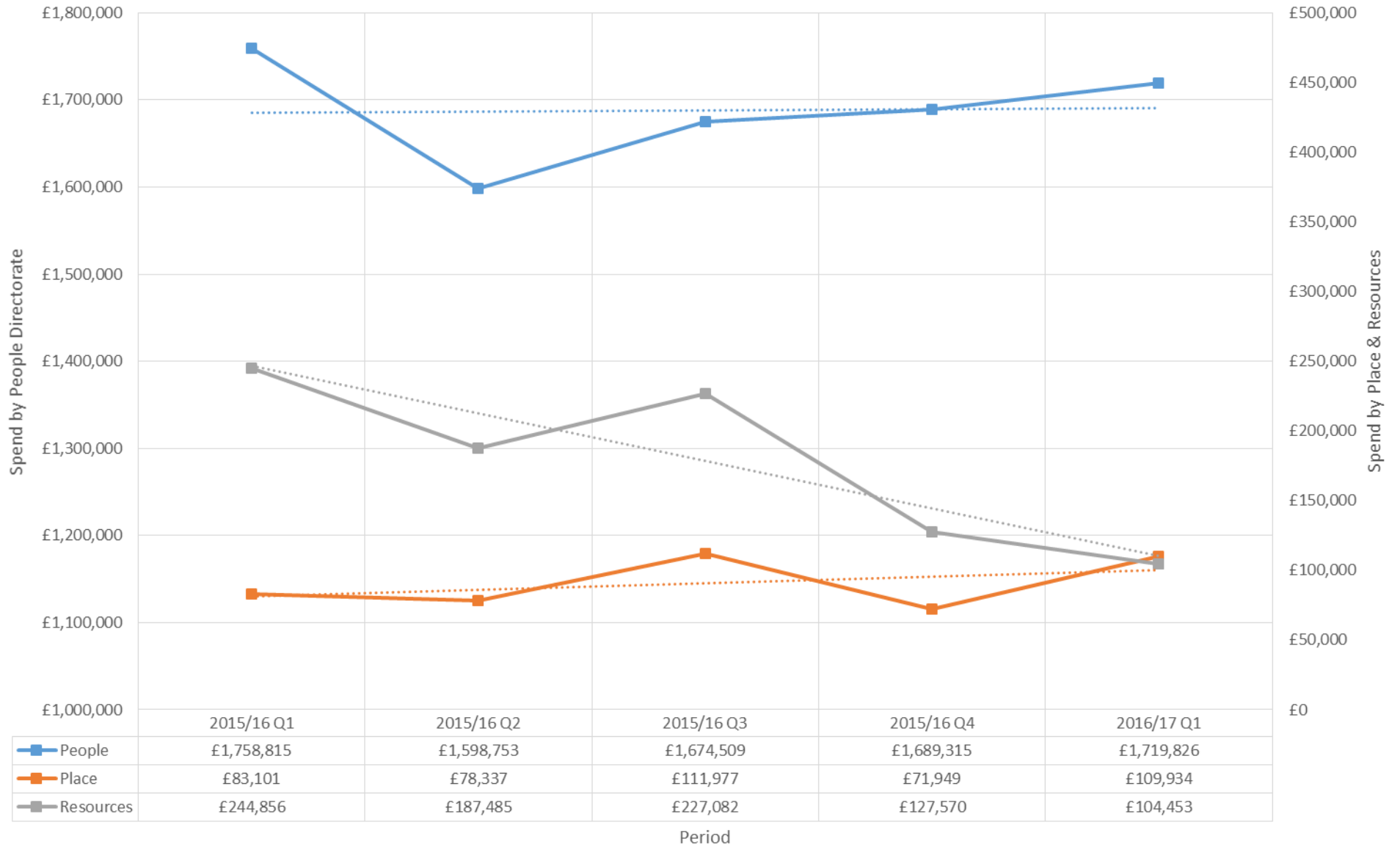
Enquiries should be directed to the above person.

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Julie Newman	Legal Services Manager, People	Resources	07/09/2016	07/09/2016
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Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		07/09/2016	29/02/2016

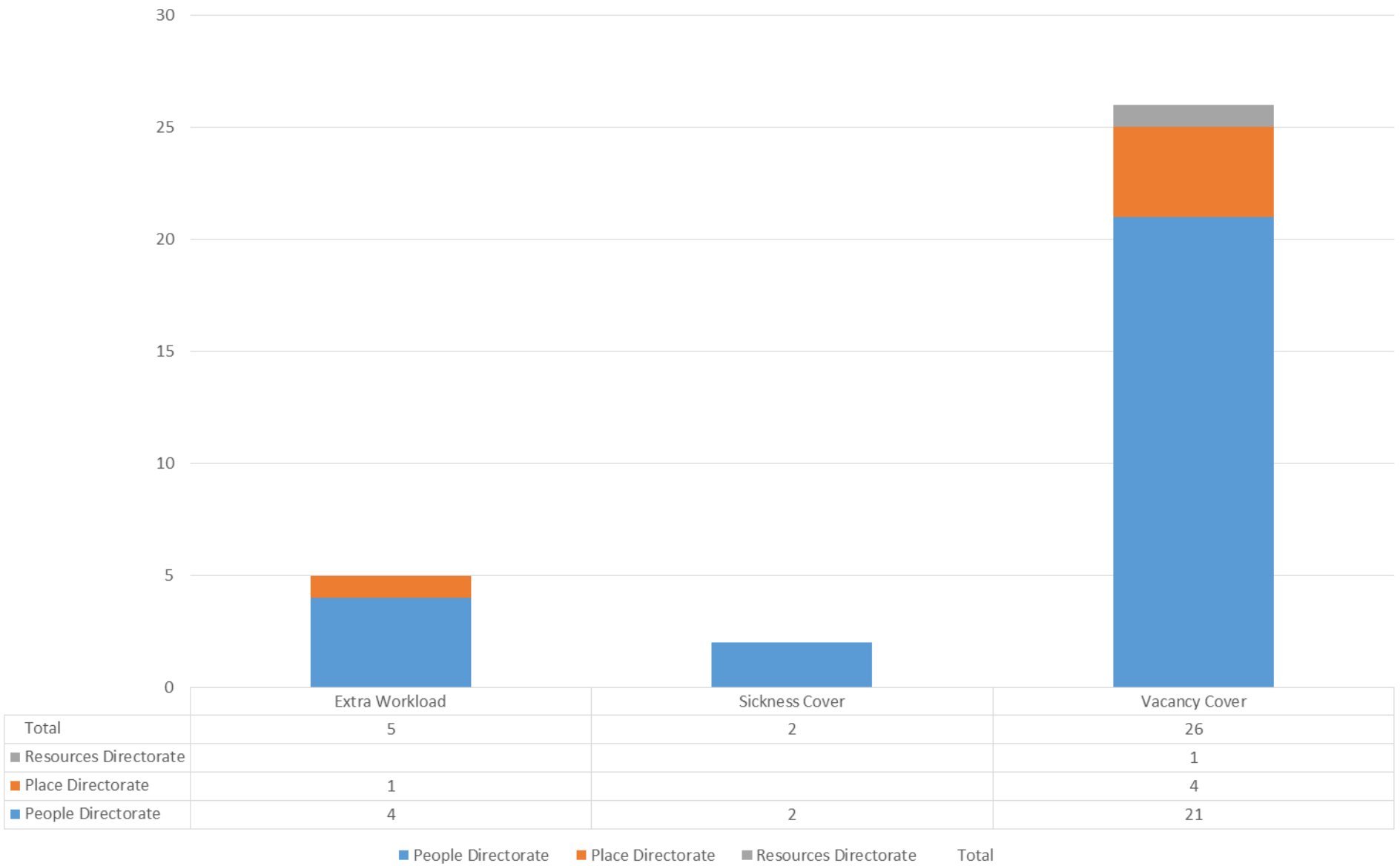
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Appendix 1: Agency Spend on the Pertemps Contract by Directorates over time.



Breakdown of Reason for Order for new orders placed in Q1 2016/17



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Cabinet Member for Strategic Finance and Resources

13 October 2016

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor John Mutton

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

Holbrook

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.

One Transition Fund award was approved in June 2016 (Cabinet Member decision of 21 July 2016 refers). Following expression of interest and business case evaluation processes, officers sought approval for a further award from the Transition Fund, again 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 Holbrooks Community Care Association to accommodate alternative library provision, following Cabinet's decision to end delivery of library services at Arena Park 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 Holbrooks Community Care Association 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 Award

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. Only two Business Cases were received for proposals put forward by the Council in Connecting Communities Phase One. Approval was given for one award in June 2016 (Cabinet Member decision of 21 July 2016 refers) in respect of Willenhall Community Library.
- 1.6 A further award to Holbrooks Community Care Association has now been approved in relation to the Connecting Communities Phase 1 proposal to seek alternative community provision resulting from the closure of the Arena Park Library. .

2. Options considered and recommended proposal

- 2.1 The original business case received from Holbrooks Community Care Association (HCCA) (submitted in January 2016) was contingent on successful third party grant funding applications to support the wider costs of the proposed project. This application was supported by the review panel subject to a successful third party grant funding application.
- 2.2 The applications were unsuccessful and the business case was consequently reviewed. HCCA advised the Council that they wished to progress a plan to locate library resources in the HCCA Centre through a revised and reduced scheme. The Council received a revised Business Case from HCCA on 10 August 2016.

- 2.3 The review panel met again on 25 August to consider the revised business case and recommended that a Transition Fund award should be made to HCCA, up to the value of £20,000.
- 2.4 The approved award relates to the following Phase One Connecting Communities proposal approved for delivery by Cabinet on 23 February 2016:
- To end delivery of library services from the Arena Park Library facility by not renewing the lease and to continue engagement with Holbrooks Community Care Association (HCCA) about the potential delivery of a reduced library service to be provided in the HCCA building by September 2016

2.5 The Business Case relating to the award that is proposed is summarised below:

- 2.5.1 The revised business case requests £20,000 to support costs that will pay for essential structural work and refurbishment (including removal of walls, raising the ceiling, insulation and electrics) to create a viable space to be able to incorporate the library at HCCA. This involves work to create an open plan space where there are currently three separate areas.
- 2.5.2 The proposal includes significant community contribution to the refurbishment of the Centre, with flooring, decoration and work to the community garden being provided without cost to the Centre.
- 2.5.3 The proposed future service model is a partnership between HCCA and the Council Library Service, including the creation of a joint volunteer team to support service delivery. The Manager at HCCA will take overall responsibility for the day to day running of the centre and a self-service operation will be introduced to compliment the service. The Library Service will provide the resources for their unique services, including books, information and self-service machines, and will provide some limited support from the Library Connect team to ensure the successful development of new ways of working.

2.6 Review Panel Recommendation

The Business Case Review Panel recommended the approval of a Transition Fund award to Holbrooks Community Care Association of up to £20,000.

2.7 Results of consultation undertaken

- 2.7.1 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.
- 2.7.2 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 Officers will continue to work with HCCA to complete a Grant Aid Agreement, which is 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. HCCA will be required to invoice the Council for specific costs.
- 3.3 The Library Service is working with HCCA to plan for implementation of the proposed library provision with a view to new services opening at the earliest possible opportunity.

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 currently £505k (following approval of an award of up to £20k in June 2016). The recommendations in this report will utilise a further £20k from this fund. The remaining £485k 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.

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 ongoing full year savings of £1.2million 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 provision of alternative library services at HCCA following the closure of Arena Park Library will contribute to providing a more cost effective library and helping to preserve library facilities within the community.

The Holbrooks Community Care Association lease the Resource Centre from the Council on a lease that expires in 2027. The Council will enter into a user agreement with the Association for the delivery of the Community Library Service and a contribution towards ongoing running costs and support.

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 Arena Park 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, and the project will be subject to a review after an agreed period to ensure appropriate outcomes are achieved. 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.

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 Holbrooks 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.

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People

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Councillor John Mutton	Cabinet Member Strategic Finance and Resources		23.09.16	29.09.16

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Cabinet Member for Strategic Finance and Resources

13 October 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

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

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

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