



Cabinet Member for Strategic Finance and Resources

Time and Date

10.00 am on Thursday, 12th October, 2017

Place

Diamond Room 2 - Council House, Coventry

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting**
 - (a) To agree the minutes of the meeting held on 3 August, 2017 (Pages 3 - 8)
 - (b) To consider any matters arising
4. **Willenhall Community Forum - Financial Support** (Pages 9 - 16)
Report of the Deputy Chief Executive (Place)
5. **Apprenticeship Levy Progress Report** (Pages 17 - 26)
Report of the Deputy Chief Executive (People)
6. **Workforce Strategy Resource** (Pages 27 - 32)
Report of the Deputy Chief Executive (People)
7. **Agency Workers and Interim Managers - Performance Management Report Quarter 1** (Pages 33 - 44)
Report of the Deputy Chief Executive (People)
8. **Outstanding Issues** (Pages 45 - 48)
Report of the Deputy Chief Executive (Place)
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

Martin Yardley, Deputy Chief Executive (Place), Council House Coventry

Wednesday, 4 October 2017

Note: The person to contact about the agenda and documents for this meeting is Suzanne Bennett Tel: 024 7683 3072

Membership: Councillor J Mutton (Cabinet Member)

By invitation Councillor K Taylor (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.

Suzanne Bennett

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Email: Suzanne.bennett@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources
held at 10.00 am on Thursday, 3 August 2017

Present:

Members: Councillor J Mutton (Cabinet Member)
Councillor Taylor (Shadow Cabinet Member)

Employees (by Directorate):

Place J Barlow, B Barrett, P Johnson, R Parkes, M Salmon, J Smith,
A West

Apologies: There were no apologies

Public Business

37. Declarations of Interest

There were no disclosable pecuniary interests declared.

38. Minutes of Previous Meeting

The minutes of the meeting held on 23rd March 2017 were agreed and signed as a true record. There were no matters arising.

39. Final Hospitality Statement and Charity Appeal for the Lord Mayoralty of Councillor Lindsley Harvard 2016-2017

The Cabinet Member considered a report of the Deputy Chief Executive (Place) that provided the end of year hospitality budget report for the Mayoral Year of Councillor Lindsley Harvard 2016/2017. The report updated the Cabinet Member on how the budget was allocated during the Mayoral Year. The total spend was £57,162.55; this was £8,433.45 less than the allocated budget and this balance was returned to corporate reserves.

An Appendix to the report provided details of the individual civic engagements undertaken by Coventry's first citizen and ceremonial head, to meet a range of priorities from community engagement to international events.

The Cabinet Member noted that the Mayor's Charity Ball raised the sum of £7,000 for the Lord Mayor's Charity Appeal and also provided an opportunity to showcase the City and promote relationships with local businesses.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

(1) Notes the contents of the Appendix to the report which sets out detailed expenditure of £57,162.55 against the hospitality budget.

(2) Notes the final sum of £17,100.32 raised for the Lord Mayor's Charity Appeal 2016/2017.

40. **Business Rates Discretionary Rate Relief Policy**

The Cabinet Member considered a report of the Deputy Chief Executive (Place) that proposed amendments to the Discretionary Rate Relief Policy for business rated properties in Coventry.

In April 2017 a national revaluation of business rates properties came into effect. Ratepayers who experienced increased bills as a result of the revaluation were supported by a national scheme of transitional relief which phased the increased liability over a period of five years.

For the 2017 revaluation, the Government had announced additional support, beyond the national transitional scheme, for pubs, local newspapers, small businesses and rural businesses.

In addition, the Government had provided additional funding for Councils to set up their own schemes of discretionary support for businesses impacted by the revaluation, to be known as 'local discretionary relief schemes' (LDRSs).

The Department for Communities and Local Government (DCLG) had stipulated that all of the additional support would be administered through section 47 of the Local Government Finance Act 1988. Section 47 governed the use, by Councils, of discretionary reductions in business rates liability. The DCLG did not intend to introduce new legislation to facilitate the additional revaluation support and therefore Local Authorities (LAs) wishing to implement the new schemes were required to amend their existing discretionary rate relief (DRR) policies.

The parameters governing the new support for rural businesses, local newspapers, pubs and small businesses were prescribed by DCLG and it was proposed that the Council administered these schemes in line with the criteria laid out. The DCLG had not provided any guidance on how LDRSs should operate and LAs were free to design their own schemes of support.

Coventry proposed a scheme of support based on the following principles:

- Support was provided to businesses occupying a property with a rateable value greater than £12,000 and not more than £100,000;
- The business should have an increased liability, after all other reliefs, including small business and pub relief, greater than 1 per cent as a result of the 2017 revaluation;
- The property was occupied;
- The following types of business were excluded from support:
 - Coventry City Council buildings
 - Buildings occupied by NHS bodies
 - GP surgeries and health centres
 - National and international companies
 - Banks
 - Betting shops
- Eligible businesses would receive a reduction in their bill in year 1 of the scheme totalling 100 per cent of their increased liability.

The proposed policy was set out in an appendix to the report.

RESOLVED that the Cabinet Member Strategic Finance and Resources:

- (1) Approves the amended Discretionary Relief Policy as set out in Appendix 1 to the report.**
- (2) Delegates authority to the Director of Finance and Corporate Services to approve the specific parameters and percentage thresholds of the final scheme.**
- (3) Delegates authority to the Director of Finance and Corporate Services to review and adjust the scheme, following consultation with the Cabinet Member Strategic Finance and Resources, in the first and subsequent years in response to fluctuations in forecast levels of spend against the funding.**
- (4) Delegates authority to officers to make decisions in respect of reliefs provided in accordance with section 47 of the Local Government Finance Act 1988.**

41. Cumulative Sickness Absence 2016/17

The Cabinet Member considered a report of the Deputy Chief Executive (Place) that enabled him to monitor levels of sickness absence for the 12 month period of 2016/2017 and the actions being taken to manage absence and promote health at work across the City Council.

The annual and bi-annual information provided 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 previously required by the Audit Commission for annual Best Value Performance Indicator reporting and the City Council continued to use this method to ensure consistency with previously published data.

The report set out cumulative sickness absence figures for the Council and individual directorates. Appendices to the report provided detailed information on: targets against actual days lost per FTE 2012-17; Directorate summary out-turns; reasons for absence; days lost per FTE, by Directorate; a percentage breakdown of absence; the spread of sickness absence, by length of days; and a summary of Occupational Health and Counselling Services Activities Undertaken.

The Cabinet Member expressed his concern at the rising sickness absence statistics and confirmed the need for robust monitoring, particularly where patterns of absence formed. He also outlined his support for the 'Dying to Work' Campaign that promoted employers supporting employees with a terminal illness, to continue to work if they so wished and were able to do so. The Cabinet Member requested that a breakdown of the costs of sickness absence to the City Council, separating salary details from all other costs, be included in future Sickness Absence Reports.

RESOLVED that the Cabinet Member:

- 1) Notes the report providing sickness absence data for the 12 month period of 1 April 2016 – 31 March 2017 and endorses the actions being taken to monitor and manage sickness.**
- 2) Requests that future reports include a breakdown of the cost of sickness absence, separating salary details from all other costs.**

42. Agency Workers and Interim Managers - Performance Management Report Q4 (1 January to 31 March, 2017 with a final summary of 2016/17 compared with 2015/16

The Cabinet Member considered a report of the Deputy Chief Executive (Place) that provided him with performance information on the City Council's use of agency workers procured for the Quarter 4 period, 1 January to 31 March 2017 and sought consideration of Interim Manager and other agency worker spends for the same period.

Coventry City Council had a Master Vendor Contract with Pertemps for the supply of agency workers which came into effect in December 2013 and had recently been extended. Through the contract, Pertemps supplied all suitable agency workers through their own agency or via 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 Pertemps gave detailed information on agency worker usage and expenditure. However, Pertemps was not always able to supply the required agency workers and on occasion service areas would use other suppliers where this was the case.

Appendices to the report provided details of total Directorate spend on agency workers up to and including Quarter 4 2016/2017 for spends with Pertemps, including interims; justification of new orders placed by Directorates for agency workers; and equalities data for workers supplied through the Pertemps contract.

Alternative solutions to agency staff were being developed and work had commenced on developing in-house solutions to some of the Council's staff shortages. Within the People Directorate, Children's Services were developing some ideas on an alternative contract that pitched hourly rates similar to those that could be earned working through an agency. Other benefits and inducements are also being considered as part of a package to be offered to Social Workers to take roles with the Council.

The Place Directorate had two strategies to reduce the reliance on agency workers within Waste Services. A pool of employees, who were contracted full time but who may be placed within any team that required them. These employees typically filled in to cover leave and absence. Also, a small bank of casual workers, usually drawn from workers who had previously worked for the Council via an agency, who were offered work when shifts could not be covered by the substantive workforce or during times of peak activity. This bank of casual workers was being expanded in anticipation of increases in workload.

A Recruitment Plan had been developed with the objective of recruiting to 20 specialist roles within the Highways, Traffic and Transport Teams. This would reduce the cost of agency spend and promote Coventry City Council as the employer of choice.

Over 160 CVs were received through the creation of a Talent Pool that allowed applicants to register their interest. A microsite had also been developed which included a career video promoting the major programme of capital investment in highways and infrastructure within the City and the benefits of working for the City Council. One appointment had been made and managers were confident in recruiting to other vacancies. A marketing plan would be implemented for vacancies that remained and an apprentice/graduate programme would be introduced.

The Cabinet Member welcomed the in-house solutions that were being developed as alternatives to using agency staff and affirmed his view that where an increase in workload was on-going, permanent recruitment be pursued. He requested a detailed breakdown of costs associated agency workers separating Social Worker agency staff from all other agency workers. He also requested that Waste Services be represented at future meetings of Cabinet Member for Strategic Finance and Resources, when Agency Workers Performance Management Reports were on the agenda. He further sought clarification of the total Council spend on Agency Workers for 2016/2017.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- (1) Notes the agency/interim spend by the City Council for Quarter 4, 1 January to 31 March 2017.**
- (2) Notes the work done on providing in-house solutions to providing agency and interim workers.**

43. Outstanding issues Report

The Cabinet Member noted a report of the Deputy Chief Executive (Place) that identified an issue on which a further report had been requested and was outstanding, so that progress could be monitored.

44. 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 other items of business.

(Meeting closed at 11.15 am)

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Cabinet Member for Strategic Finance and Resources

12 October 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive, Place

Ward(s) affected:

Binley & Willenhall

Title:

Willenhall Community Forum – Financial Support

Is this a key decision?

No

Executive Summary:

Willenhall Community forum (WCF) was created over 20 years ago to provide services of benefit to the local community. WCF run the WEETC – Willenhall Education, Employment and Trading centre, which is a former infant school building, and offers support to the Council's Adult Education service and runs courses for adults with learning disabilities. It also provides nursery & child care provision through its trading arm, Eureka.

Willenhall Community Forum made contact with Council Officers in March 2017 to indicate that they were in financial difficulty, with cash flow forecasts suggesting that they would not be able to operate beyond June 2017.

Council Officers from across various services have worked with Willenhall Community Forum to help them review their operations and their financial position, providing advice and challenge to help them demonstrate a more sustainable operation.

Recommendations:

Cabinet Member is asked to:

- (1) Approve the provision of an initial £10,000 cash flow grant support to Willenhall Community Forum, payable from Cabinet Members Policy Contingency fund, to be made payable as soon as possible
- (2) Approve further cash flow grant support of up to a maximum of £20,000 from Cabinet members policy contingency fund, subject to Willenhall Community Forum's submission of

a robust and sustainable financial business plan and cash flow forecast, and confirmation of its operation within that plan to the satisfaction of the Director of Finance & Corporate Services. This further cash flow grant support to be made available for drawdown by WEET no later than 31 March 2018

- (3) Delegate authority to the Director of Finance & Corporate Services to make the additional £20,000 payment on or before 31 March 2018, once satisfied that Willenhall Community Forum have demonstrated their ability to operate as set out in their financial business plan and cash flow forecast

List of Appendices included:

None.

Other useful background papers:

None.

Has it been or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

No

Report title: Willenhall Community Forum – Financial Support

1. Context (or background)

- 1.1. Willenhall Community forum (WCF) was created over 20 years ago to provide services of benefit to the local community. It has 3 directors, 7 trustees and employs 37 full time/part time staff. WEETC – Willenhall Education, Employment and Trading centre is a former infant school building, and offers support to the Council's Adult Education service and runs courses for adults with learning disabilities.
- 1.2. Originally operating as a crèche facility for staff & students using WEETC, 'Eureka' day care provision commenced in 2000, eventually becoming the trading company for WCF providing nursery places. Eureka expanded into Willenhall Wood to meet demand, the 'Eureka Discovery Hut' opening in 2012. Eureka also offer an after schools club.
- 1.3. WCF took over the responsibility of running the Hagard in 2009 and has a long term lease until 2034. Hagard is at the centre of Willenhall offering community space, welcoming people who wish to come in for a coffee and a chat or to those who are seeking support such as that offered by the Food Bank. In 2016 as part of the city councils Connecting Communities initiative the local library moved venues and now operates from the Hagard.
- 1.4. WCF colleagues made contact with Council Officers in March 2017 to indicate that they were in financial difficulty, with their cash flow forecasts suggesting that they would not be able to operate beyond June 2017.
- 1.5. Historic financial records indicated that the organisation had operated well beyond its financial means, making significant losses for it's previous 3 financial years, and using all of its unrestricted funds (reserves).
- 1.6. Officers, working with WCF trustees and management, carried out a series of sessions to understand their operations and aspirations, and the associated costs and incomes of delivering them. It became clear that a number of issues had collectively caused WCF's financial difficulties, summarised as follows:
 - i) Grant funding for staff and other costs had long since fallen out, whilst the costs in many cases had continued
 - ii) Failure to identify or bid for grant funding
 - iii) Income collection for the Eureka nursery provision to many paying clients had not been collected effectively, with minimal attempt made to recover
 - iv) No annual budget or 3 year financial plan existed so WCF had no view of the affordability of its operations
 - v) Ineffective financial management and ownership of costs/incomes existed at a Trust Board level
 - vi) Other than the bookkeeper, no financial ownership was being taken by WCF staff running the service
- 1.7. WCF colleagues recognised their failings and working with the Council have now made a number of changes including the following:
 - i) Reduced staff and other costs
 - ii) Acted to cease giving more than one week's 'credit' at the nursery
 - iii) Identifying where nursery debts may be recoverable
 - iv) Working closer with Council colleagues to identify potential grant funding

- v) Production of an annual balanced budget (on paper)
- vi) Production of monthly financial management information for Trustees/Finance Cttee
- vii) Instil greater ownership and awareness of the financial position at both a Trust Board, and officer level
- viii) Applied for discretionary rate relief on the WEETC

- 1.8. WCF now have a balanced annual budget but is finely balanced and has nil reserves and no room for unexpected costs/income shortfalls
- 1.9. WCF have however continued to trade solvently through careful financial management and although finely balanced, their cash flow forecasts demonstrate that without unexpected costs, they can maintain that position
- 1.10. All successful and sustainable organisations require a level of unearmarked reserves/working balances to help manage one-off unexpected pressures. WCF have zero reserves and need to build up a level as soon as possible to prevent future financial emergencies, however based on their current position, their short term opportunities to do this are limited

2. Options considered

2.1. There are considered to be 3 options as follows:

- a) Provide no financial support to WCF – WCF may continue to operate solvently but would not be able to manage any unexpected pressures, which would result in the failure of the organisation or a requirement for emergency financial support
- b) Provide financial support of £30,000 immediately without conditions – WCF would have immediate working balances/reserves and for the time being would be able to manage against any unexpected financial difficulty. It would however, not be incentivised financially to continue to manage its short and medium term finances
- c) Provide financial support of £10,000 immediately, with the offer of a further £20,000 dependent on financial performance during the remainder of 17/18 – this option would provide some immediate comfort, and ensure that WCF remain incentivised to continue to manage their finances robustly, and provide evidence to demonstrate their long term viability prior to any further financial support

2.2. If Cabinet member is minded to approve financial support, option C is the preferred approach.

3. Results of consultation undertaken

3.1 None

4. Timetable for implementing this decision

4.1 WCF need to build up some financial resilience as soon as possible to ensure they can manage any unexpected financial pressures

5. Comments from Director of Finance & Corporate Services

5.1 Financial implications

The cost of the proposals are a one off cost to the Council of up to £30,000 in 2017/18 financial year. This can be afforded from Cabinet members policy contingency fund

5.2 Legal implications

Legislative Power

The legal power for the Council to establish, administer and make grant awards as described in this report is provided by the General Power of Competence contained in Section 1 of the Localism Act 2011. Subject to certain statutory restrictions, none of which apply in this case, Section 1 gives the Council “power to do anything that individuals generally may do”.

Under a grant agreement, the Council makes a payment to the recipient for a specific purpose. The recipient is not obliged to deliver any goods or services to the Council, although the Council may claw back any grant which has not been spent or is misapplied.

State aid

Whenever the Council grants a benefit in any form to an undertaking, it is possible the grant may constitute State aid. State aid is illegal unless it falls under certain exemptions. It is unlikely that the grants given under this report will constitute illegal State aid because:

A grant will constitute State aid where it affects trade between member states. As such, it will need to be considered whether these grants could affect State aid in each instance. If they do not affect trade between member states then, they will not constitute State aid.

Having considered the proposal contained in this report and due to the amount of the grant being offered as well as the fact that the services provided by Willenhall Community Forum is only to a limited area within the UK, I am of the view that it is unlikely to attract customers from other Member States and therefore does not constitute State Aid.

Another option available would be to apply the De minimis exemption under which benefits up to the value of 200,000 Euros may be given to an organisation over any 3 year rolling period. As the limit on grants proposed under this report is £30,000, it appears the grants is capable of falling under this exemption. Further legal advice will however be required on the use of this exemption when further information is made available about the total amount of funding from public sector organisations received by Willenhall Community Forum over the last 3 financial years and whether that amount (including the £30,000) exceeds the threshold.

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 recommended proposal will contribute to the continuing provision of the services provided by WCF to the community and will have a direct contribution to the following objectives and corporate priorities:

- ***Making the most of our assets*** – The services provided by WCF directly support residents
- ***Improving educational outcomes*** - WCF supports adult education and worklessness within the community it serves
- ***Healthier, independent lives*** – Supporting people into work
- ***Ensuring that children and young people achieve and make a positive contribution*** – Supporting people into work
- ***Developing a more equal city with cohesive communities and neighbourhoods and supporting active communities and empowered citizens*** – WCF supports a more deprived area of the city, improving the life chances of its community

6.2 How is risk being managed?

Council Officers will liaise over the coming months with WCF to seek evidence that it is continuing to manage its financial affairs robustly

6.3 What is the impact on the organisation?

WCF manages the Hagard from which Willenhall library operates. It also supports the provision of Childcare and Adult education within Willenhall. The failure of the WCF would therefore have indirect impact on the provision of these services

6.4 Equalities / EIA

TBD

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:
Place

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Enquiries should be directed to the above person(s).

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
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Names of approvers for submission: (officers and members)				
Finance: Barry Hastie	Director of Finance & Corporate Services	Place	-	13/09/2017
Legal: Oluremi Aremu	Major Projects Lead Lawyer	Place	-	13/09/2017
Members: Councillor John Mutton	Cabinet Member	-	-	14/09/2017

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Cabinet Member for Strategic Finance and Resources

12 October, 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councilor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Apprenticeship Levy – Progress Report

Is this a key decision?

No

Executive Summary:

Since April 2017 Coventry City Council has been required to pay the Apprenticeship Levy. This Levy is 0.5% of the Council's pay bill which is in the region of £1m per year.

On the 23rd March 2017 the Cabinet Member for Strategic Finance and Resources considered a report outlining the requirements around the Apprenticeship Levy. The Cabinet Member approved the proposals in respect of how the Apprenticeship Levy should be utilised and asked that officers submit a further report detailing progress on the issue.

This report, in line with that resolution, details progress made since the introduction of the Levy and outlines proposals moving forward to effectively utilise the Council's Levy contributions.

Recommendations:

The Cabinet Member Strategic Finance and Resources is recommended to:

- 1) Note the progress made in utilising the Apprenticeship Levy for the benefit of new recruits, existing staff members and the City Council.

- 2) To endorse the proposed actions detailed in paragraph 3 of the report and continue to maximise the Council's Levy payments and to utilise the opportunities available.

List of Appendices included:

N/A

Other useful background papers:

Apprenticeship Levy Cabinet Report - 23rd March 2017

Has it been or will it be considered by Scrutiny?

No

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

No

Will this report go to Council?

No

1. Context

- 1.1 In April 2017, the way the government funds apprenticeships in England changed with the introduction of the Apprenticeship Levy. The Levy is paid at 0.5% of the pay bill minus a Levy allowance of £15K for each tax year.
- 1.2 The Levy is collected monthly by HMRC via the PAYE system and converted into digital vouchers accessed through a new digital apprenticeship service account (DAS). Levy funding can only be spent on Apprenticeship training.
- 1.3 The Employment & Skills Funding Agency (ESFA) previously funded Apprenticeship training by paying training providers directly. Depending on the amount of funding a provider receives for a qualification they may pass some of the costs on to the employer.
- 1.4 Prior to the introduction of the Apprenticeship Levy, payment for corporate Apprenticeship training was previously, on average less than £5000 per year in total.
- 1.5 The yearly cost of the Levy to Coventry City Council is the region of £1m which is made up of approximately £600K from the corporate wage bill and £400K from maintained schools. The government also tops this up by a further 10%, making the total amount of funding available circa £1.1m.
- 1.6 Levy funding lasts for 24 months and if it is not spent in this period it is reabsorbed by the Skills Funding Agency.
- 1.7 The Cabinet Member for Strategic Finance and Resources approved a report regarding the Apprenticeship Levy on 23rd March 2017. This report contains an update of the progress made since March 2017 and identifies future actions to maximise use of the Apprenticeship Levy for the benefit of new and existing staff and the City Council.

2. Progress to date

2.1 Upskilling Existing Staff Using Apprenticeships

The Apprenticeships and Early Careers Team which form part of the Workforce Transformation & OD Team is exploring the use of the following Apprenticeship Standards to upskill existing staff:

- Leadership & Management Development:
Designed by the Chartered Management Institute (CMI) at Levels 3 to 6.
We are also investigating the added value delivery of Digital and Mentoring training aligned to our Organisational Development plans.
This will be launched across the Council from January 2018
- Project Management for Non-Project Managers:
Designed by Association of Project Management (APM) at Level 4
This work is planned to take place from January 2018
- Human Resources:
Designed by CIPD – at Level 3 (HR Support) and Level 5 (HR Consultant Partner)
A number of staff across the HR & OD teams have been identified as requiring this

qualification and as a result of the Levy staff will be able to utilize the Levy funds in 2018 to support this development ambition. Providers have been identified and the first

The portfolio of Apprenticeship training for existing staff will evolve significantly over Q4 2017/18 upon completion of the appraisal and skills gap analysis which will be undertaken by attending Directorates and Divisional Management meetings to identify staff development training opportunities.

2.2 Analysing current training spend

An analysis of Corporate training spend has been undertaken with several areas identified where it may be viable to use apprenticeships to replace current training. Further scoping and engagement work will be undertaken by the Apprenticeship Levy Co-ordinator, the Learning and Development Team members and other relevant Directorates/Services across the Council.

2.3 Engaging with schools

A range of information relating to the Apprenticeship Levy has been sent to all schools that contribute to the Council's Levy funds, including those schools who currently are not working closely with the Apprenticeship Team.

2.4 Monitoring quality

The Apprenticeships and Early Careers Team have been undertaking quality checks on Training Providers that currently deliver Apprenticeships to benchmark and ensure the service we receive is of the highest quality.. This will ensure that Coventry City Council only works with Training Providers on the Register of Apprenticeship Training Providers (RoATP). We will also be reviewing the expertise of the staff from each provider and also consider Ofsted grades and learner success rates when making provider decisions. All providers of apprenticeship training must also register and be approved through our internal Dynamic Procurement System (DPS) and its associated processes.

3. Recommendations

3.1 As outlined in the Apprenticeship Levy Cabinet Report of 23rd of March 2017, it is recommended that the Council continue to fund the existing Apprenticeship programme in line with the Council's Apprenticeship Strategy.

3.2 In addition to this, the following future actions are proposed to continue to maximise the Council's Levy payments and to utilise the opportunities available:

3.2.1 Succession Planning for new Apprentices

Working with Service Managers when setting the 2018/19 budgets to identify and implement new apprenticeship posts utilising Levy funding.

3.2.2 Offering Apprenticeships to existing members of staff.

Through engagement with Service Managers and in relation to other available data via appraisals and corporate skills gap analyses, opportunities for training and development can be identified for staff that can be met via Apprenticeships and paid for via the Apprenticeship Levy. Priority areas such as Leadership and Management have already been identified with this due to launch in January 2018.

3.2.3 Offer Apprenticeships to natural 'new hires'

Aligned with the Council's Talent Management and Recruitment strategies, to

explore the use Apprenticeship training via the Levy funding to meet the development needs of new hires after completing their probationary period.

3.2.4 Continuing to work with schools

Continuing to develop relationships with schools that contribute to the Council's Levy fund and offering advice and guidance to allow them to maximise their contributions and the benefits.

A newsletter will be developed in Q4 2017/18 and communicated to all Schools to further increase engagement and raise awareness of the opportunities presented by the Levy.

The Apprenticeships and Early Careers Team will be visiting schools to discuss the opportunities available. Schools will not be limited to their own contributions in accessing funds due to the large amount of overall funding in the Council's Levy account.

In Q1 2018/19 Coventry Council are leading on a collaboration with Warwickshire Council to engage with schools. Schools will be invited to an open breakfast morning in Coventry where a Levy Seminar will be held along with the event being attended by various training providers to showcase the Apprenticeship opportunities available.

The Head of Workforce Transformation and the, Apprenticeship Levy & Development Co-ordinator will be attending the Primary Head Teacher Partnership & Secondary Head Teacher Partnership meetings on 4th and 5th October to discuss the Levy progress and opportunities.

3.2.5 Utilising the Employer Incentive

There is currently an Incentive of £1000 available from the Government to support employers who recruit Apprentices aged 16-18 (or 19-24 with an Education, Health & Care plan). This £1000 cashback is paid via the Training Provider on month 3 (£500) and the end of the programme (£500). This does not enter back into our Levy account and is a cash incentive. Further work will be undertaken to forecast the number of eligible Apprenticeship starts and the potential amount of money that can be reclaimed this way.

3.2.6 Process for managing internal Apprentices

A new online system to track and manage all Apprenticeships across the Council as well as relevant Schools is required. We currently operate using a number of spreadsheets; however with the volume and additional information required due to the Levy this will not be workable moving forwards. Therefore, it is planned to begin work in 2018 with our colleagues in the HR systems team to design a bespoke solution.

3.2.7 Support for our Care Leavers

We currently have 7 Care Leavers on Apprenticeship programmes across the Council. To further assist our Care Leavers for the world of work we will be launching a new Work Experience programme with the support of Route 21, which will provide a variety of upskilling opportunities for our Care Leavers in addition to our Apprenticeship offer. See Appendix A

4. Results of consultation undertaken

- 4.1 Various meetings have taken place with colleagues from Employment Services, Finance and Adult Education to consult on the implications of the Apprenticeship Levy.
- 4.2 Directorate and Service Managers have welcomed the opportunity to develop staff via the Apprenticeship Levy where previously budgets haven't been available.

4. Timetable for implementing the recommendations

- 4.1 Continuing to fund the Council's existing Apprenticeship programme in line with the Councils' Apprenticeship Strategy – Ongoing
- 4.2 Effectively utilising the levy funding and implementing succession planning of new Apprentices across the Council – To start April 2018
- 4.3 Effectively utilising Apprenticeships to developing existing members of staff – End of Q4 2017
- 4.4 Offering natural new hires the opportunity for development as part of the recruitment and probationary period – Q2 2018
- 4.5 Working with schools to benefit from utilising the Levy – By April 2018
- 4.6 Forecasting eligible 16-18 year olds regarding Employer Incentive payments- By December 2017
- 4.7 Online Apprenticeship candidate tracking system- Work to start Q1 2018/19
- 4.8 Launch Work Experience week- March 2018

6. Comments from the Director of Finance and Corporate Services

6.1 Financial implications

The Levy has an estimated annual cost of £1m. The £600K which relates to the corporate wage bill is an additional cost to the Council and has been reflected in the Council's Budget Setting Report. The £400K which relates to maintained schools will be funded by the schools themselves.

The funds in the digital account will be more than sufficient to cover the training costs of the current level of apprentices plus potential further increases in line with the Apprenticeship Strategy. However salary costs relating to increases in apprentice numbers will need to be funded from current service budgets as the Levy cannot be used to fund salaries.

The digital account will also contain sufficient resources to fund some of the training costs of "Apprenticeships" for current staff. If this replaces training which is already funded (either corporately or within the service) then this could release budget to be taken towards the Council's overall savings targets.

There is currently an Incentive of £1000 available for employers who recruit Apprentices aged 16-18 (or 19-24 with an Education, Health & Care plan). This £1000 cashback is paid

via the Training Provider on month 3 (£500) and the end of the programme (£500). This does not enter back into our Levy account and is a cash incentive. Further work will be undertaken to forecast the number of eligible Apprenticeship starts and the potential amount of money that can be reclaimed this way. This will represent a cashable saving and will offset some of the Levy costs incurred.

From April 2018, levy-paying employers will be able to transfer funds to another employer or apprenticeship training agency through the apprenticeship service. This will initially be set at 10% of the annual value of funds entering the levy account. This will have implications for Coventry City Council should we not spend all of our available funding and it is at risk of being reabsorbed. However, funding lasts for 24 months so this will not start having an impact until April 2019. This issue will be further explored in 2018 when we have a clearer understanding of forecast future spend.

6.2 Legal implications

The Apprenticeship Levy was introduced under Part 6 of the Finance Act 2016 and has taken effect from 6th April 2017. Anti-avoidance and penalty sections form part of the legislation and the Government has issued guidance on its implementation.

The Apprenticeship Levy and Development Co-Ordinator is currently working alongside the Procurement team across Coventry, Solihull & Warwickshire to make sure that the Council has a contractual agreement document that complies with the ESFA and that we can issue to Training Providers.

7. Other implications

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

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.

In addition to this, the utilisation of Apprenticeships for existing staff members will provide training and upskilling to staff in relation to the Workforce and Talent Management Strategies.

7.2 How is risk being managed?

The HR & OD Division has recruited an Apprenticeship Levy and Development Co-ordinator whose role it is to ensure that:

- utilisation of digital account resources is led by organisational need
- staff and management expectations regarding training are managed
- impact on workload of any increases in training are managed

7.3 What is the impact on the organisation?

Additional funding will be available to staff via the Apprenticeship Levy to undertake training and development.

7.4 Equalities / EIA

N/A

7.5 Implications for (or impact on) the environment

N/A

7.6 Implications for partner organisations?

Adult Education are currently the preferred provider for many apprenticeships at Coventry City Council. In order to continue this relationship with Adult Education we have been in consultation with them throughout the decision making process regarding the Levy.

Report author(s):

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Directorate:

People

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Suzanne Bennett	Governance Services co-ordinator	Place	6/09/2017	07/09/17
Names of approvers for submission: (officers and members)				
Finance: Rachel Sugars	Finance Manager - CLYP	Place	6/09/2017	28/09/17
Legal: Julie Newman	Legal Services Manager	Place	6/09/2017	28/09/17
People: Barbara Barrett	Head of HR & OD	People	6/09/2017	28/09/17
Members: Councillor J Mutton	Cabinet Member for Finance and Corporate Services		6/09/2017	14/09/17

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Cabinet Member for Strategic Finance and Resources

12 October 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resource – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Workforce Strategy – Resource

Is this a key decision?

No

Executive Summary:

The purpose of this report is to seek approval for the use of corporate reserves to enable timely delivery of the Workforce Strategy 2017-2020. This will ensure our workforce is agile, digitally able and committed to Coventry People.

A key part of our workforce delivery programme includes seeking to improve governance of our employment costs, put in place fairer pay, recognition and reward systems and seek to adopt modern employment policies.

As reported to Cabinet on 7th March 2017 the Head of HR & OD, working with colleagues from across the council have embarked on a demanding change and improvement programme to realise the benefits outlined in our Workforce Strategy. The programme, which includes significant workforce reform will support our employees to be more confident, digitally capable and skilled in their respective professional and work area to meet the needs of Coventry people now and in the future.

Delivery of the workforce strategy will seek to improve our arrangements in regard to employment governance, put in place effective management practices and ensure that employees are fully engaged and committed to the aims of the Council. In addition the programme will also deliver on the savings target of £5 million per annum by 2019/2020 which is to be achieved by reducing our employment costs in line with other public sector organisations.

Following analysis of the plan of work required to deliver the programme, the Cabinet Member is being asked to approve the use of £750,000 distributed over the 3-4 year lifetime of the programme. It is anticipated that spend for this financial year will be less than £100k and that larger costs will be incurred in 2018-2020 with some residual costs in 2020-21.

Recommendations:

The Cabinet Member for Strategic Finance and Resources is requested to approve use of corporate reserves of £750,000 across 3 years (as profiled in paragraph 5.1) to support the delivery of the Workforce Strategy Programme.

List of Appendices included:

None.

Background papers:

- **Coventry City Councils Workforce Strategy 2016-2020** – agile, digitally capable and committed to Coventry People – Cabinet Member Report December 2016
- **Workforce Reform** – Cabinet Report – 7th March 2017

Other useful documents

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

Workforce Strategy – Resources

1. Context (or background)

- 1.1 The City Council pay bill is £152m and represents the Council's largest spend. The size of the financial costs and ongoing austerity measures means that the Council must seek to reduce employment costs.
- 1.2 The Council's budget includes a savings target of £1m in 2018/2019 rising to £5m by 2019/2020 linked to reducing the cost of employment. Cabinet has previously approved the Workforce Strategy including workforce reform which seek to deliver savings and enable the Council's workforce to better deliver services.
- 1.3 The programme will ensure that we have greater adherence to best practice with regard to employment policy and practice and also ensure much greater flexibility to respond to legislative changes.
- 1.4 The £750,000 sought over the next three years will help us to achieve a reduction in the pay bill by ensuring we have the right resources in place to imbed and deliver these changes.
- 1.5 A high level summary resource plan to enable delivery of the workforce strategy has been developed. Nevertheless, stakeholder engagement is still on-going, therefore this may be subject to further amendment.
In order to deliver the workforce strategy, resource will be necessary to deliver changes and improvements to our employment policy and practice, management practices and fairer pay and reward frameworks. It is anticipated that the following areas will need one-off resources to enable these changes;
 - Increased employee engagement with specific and tailored communications with individual employees;
 - Significant and high volume HR/OD IT system changes to the employee record and payroll;
 - Specialist expertise in regard to pay and reward options and frameworks aligned to the public sector reform agenda and national pay deal; and
 - Dedicated and targeted investment to enable the transition to the new management, employment policies and practices;

1.6 Process to be followed

As described in the Cabinet report approved in in March 2017, detailed discussions with trade union colleagues and employee engagement is on-going at this time. Following the conclusion of this process, recommendations will be made to relevant decision makers.

2. Options considered and recommended proposal

- 2.1 Cabinet has previously agreed the Workforce Strategy, including workforce reform. Following analysis of the likely level of resources required within the timescale identified, without the use of additional resource it is unlikely that it will be possible to deliver the programmes.

3. Results of consultation undertaken

- 3.1 Significant engagement with key stakeholders is embedded within the programme. Stakeholders include Trade Union representatives and staff groups.
- 3.2 Staff engagement sessions held in May and June saw over 200 staff turning out and coming up with more than 1,200 helpful comments and ideas. Feedback from the sessions can be found here <https://coventrycc.sharepoint.com/News/Pages/Delivering-our-Workforce-Strategy.aspx>
- 3.3 Engagement will be on-going throughout the programme.

4. Timetable for implementing this decision

- 4.1 Engagement with staff and Trade Unions has commenced and to deliver the programme and targets within the necessary timescales the resources will be required as outlined in paragraph 5.1 below.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

The cost of implementing the programme of change across the 3 year period is expected to be £750k as detailed in the table below.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £00	Total £000
Workforce Strategy – workforce reform	60	315	320	50	750

With the programme expected to deliver £5m of ongoing savings from 2019/2020 it is proposed that the above one off costs of delivery are met from within existing corporate reserve balances. No more than £750,000 is approved across the lifetime of the project.

As stakeholder engagement is still ongoing and the resource plan has not yet been finalised, the funding requirement will be reviewed on an annual basis.

5.2 Legal implications

There are no specific legal implications arising from the recommendation to Cabinet Member.

6. Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

The proposals contribute to the Council's ability to deliver the City Council priorities with lower costs and fewer resources by making the most of our assets and changing how we work to become more flexible and adaptable.

6.2 How is risk being managed?

The Workforce Strategy programme is being delivered within a defined programme management framework. Programme controls including defined governance arrangements and a risk plan are in place and will be further refined as the programme develops.

Without additional resource it is doubtful that the programme will achieve savings targets. Funds will be used to help mitigate risks associated with the programme and ensure any changes are effectively embedded across the organisation.

6.3 What is the impact on the organisation?

Workforce reform and the wider strategy will put in place the necessary platform to ensure that;

- All employees are motivated and have the required knowledge, skills and capability;
- are fairly rewarded and recognised for their contribution;
- That managers enable a high performing culture to emerge that is focused on meeting the needs of Coventry people and the city as a whole; and
- Employment costs and practices are within the appropriate public sector benchmark parameters.

6.4 Equalities / EIA

Detailed equality impact assessments will be undertaken on each aspect of the proposals.

The proposals are intended to support the Public Sector Equality Duty in having due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people with relevant protected characteristics.

6.5 Implications for (or impact on) the environment

There are no environmental implications.

6.6 Implications for partner organisations?

None.

Report author(s): Barbara Barrett

Name and job title: Head of Human Resources & Organisational Development

Contact details

Directorate: People

Enquiries should be directed to the above person. – all dates need to be completed

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Contributors:				
Suzanne Bennett	Governance Services Officer	Place	03.10.2017	03.10.2017
Ewan Dewar	Finance Manager	Place	15.09.2017	15.09.2017
Other members				
Names of approvers for submission: (officers and members)				
Finance: Barry Hastie		Place	21.09.2017	03.10.2017
Legal: Julie Newman		Place	21.09.2017	21.09.2017
Barbara Barrett		People	14.09.2017	03.09. 2017
Members:				
Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		18.09.2017	18.09.201

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Cabinet Member for Strategic Finance and Resources

12 October 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

None

Title:

Agency Workers and Interim Managers – Performance Management Report Q1 (1 April to 30 June 2017).

Is this a key decision?

No.

Executive Summary:

The purpose of this report is to provide the Cabinet Member with performance information on the use of agency workers procured for the Q1 period 1 April to 30 June 2017 and to 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. Note the agency / interim spend for Q1.
2. Note the work done on providing in-house solutions as an alternative to agency and interim workers.

List of Appendices included:

The information attached in Appendix 1 shows the total Directorate expenditure on agency workers up to and including Q1 2017/18 for spends with the Master Vendor supplier, Pertemps, including interims. The dotted line shows the trend line for the data shown; it does not predict spend in future quarters.

The information attached in Appendix 2 show the justification of new orders placed by Directorates for agency workers during Q1 2017/18 which resulted in spend with Pertemps.

Appendix 3 shows equalities data for workers supplied through the Pertemps contract.

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 June 2017)

1 Context (or background)

1.1 Coventry City Council has a Master Vendor Contract with Pertemps for the supply of agency workers. This came into effect in December 2013 and has recently been extended. Through the contract, Pertemps will supply all suitable agency workers through their own agency or via 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 Pertemps gives detailed information on agency worker usage and expenditure. However, Pertemps is not always able to supply the required agency workers and on occasion service areas will use other suppliers where this is the case.

2 Directorate Commentary on Agency worker Spend for Q4 2016/17

2.1 Table 2.2 below shows comparative expenditure in Q4 2016/17 and Q1 2017/18 and indicates an overall decrease in total spend. The Master Vendor Contract covers all agency workers required by the core Council. The Pertemps contract does not cover agency workers in schools.

Please note that the Directorates listed reflect the revised corporate structure.

2.2 Table of Spend with Pertemps: comparing Q1 2017/18 with Q4 2016/17

Directorate	Spend Q4 2016/17	Spend Q1 2017/18	Increase/decrease
People Directorate	£954,099	£859,412	-£94,687
Place Directorate	£160,663	£151,196	-£9,467
Resources Directorate	£133,361	N/A	N/A
Chief Executives	£0	£0	£0
TOTAL	£1,248,123	£1,010,609	-£237,514

2.3 People Directorate

There is a continuing reduction in spend this quarter as the service continues to recruit permanent, experienced Children’s social workers.

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 ongoing recruitment campaign is attracting Children’s social workers to Coventry with some Agency workers opting to take permanent roles with the service. However despite the efforts being made to provide a robust induction and

supportive working environment, the number of new starters is not keeping pace with the number of leavers.

The cost of Children's Social Workers is being restrained by the West Midlands regional agreement. This involves 14 local authorities and has the effect of capping the rates paid to all newly appointed agency social workers. Q1 spend on Children's social workers is £553,387 (54.76% of Corporate Spend with Pertemps) compared with Q4 2016/17 which was £630,876 (50.55%).

3 Spend outside of the Pertemps Contract

3.1 Table for Comparison of expenditure Q1 2017/18 with Q4 2016/17 outside of the Pertemps contract:

Directorate	Total Spends in Q4 2016/17	Total Spends in Q1 2017/18	Increase / Decrease in Spend
People: Children's	£310,979	£313,557	£2,578
People: Education	£140,205	£71,367	-£68,838
People: Adults	£0	£0	£0
People: Cust. Serv.	£28,525	£20,460	-£8,065
Place	£552,982	£128,812	-£424,170
TOTAL	£1,032,691	£534,196	-£498,495

This includes workers contracted through other agencies outside of the Pertemps contract or contracted directly.

3.2 People: Children's Services

At the end of the quarter there were four interims contractors secured directly by the Council continuing to support service delivery, service improvement organisational redesign. In addition there are a small number (less than 10) agency social workers who are not engaged via the Pertemps contract who are contributing to meeting the demands of this service.

3.3 People: Education

Of this spend of £71k; agency staff to help meet demand on the Performing Arts Service was £49k (69%) while the remainder was to support centrally employed teaching teams and working directly with schools for quality monitoring and to improve the completion of early years PEPs.

3.4 People: Customer Services

This spend is for Homelessness Officers and is in addition to those now supplied by Pertemps. This role is very hard to recruit to a permanent position.

3.5 Place

Of this spend, £127k was spent through the Professional Services Contract for infrastructure works which is externally funded. The successful recruitment to a casual pool within Waste Services has reduced the reliance on agency staff although the Service still experiences difficulties in attracting Drivers.

4 Rebate

4.1 The rebate scheme was ended in March 2017 and so there is no resulting income to report.

5 Alternative solutions to agency staff

5.1 To reduce the reliance on agency workers within Waste there is a bank of casual workers usually drawn from workers who have previously worked for the Council via an agency. They are offered work when shifts cannot be covered through the substantive workforce or during times of peak activity. This bank of casual workers has been expanded in anticipation of increases in workload.

A Recruitment Campaign has been developed with the objective of recruiting to 20 specialist roles within the Highways, Traffic and Transport Teams. This will reduce the cost of agency spend and promote Coventry City Council as the employer of choice. Over 160 CVs were received through the creation of a Talent Pool which allowed applicants to register their interest. In addition a microsite was developed which included a career video promoting the major programme of capital investment in highways and infrastructure within the city and the benefits of working for Coventry City Council. Nine appointments have been made and a further two offers are anticipated in the near future. Some of the appointments are yet to start due to notice periods so agency cover is still required in the short term. The recruitment process will continue with the hope to fill more posts in the coming weeks. If necessary there will be a further recruitment process to attract applicants to the remaining vacancies. Work is continuing to establish apprentice / graduate posts within the Service.

6 Overall Management 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 higher than we would like 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 at least 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 identify 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 children's social workers we have had some success with the current campaign which has been evolved to make extensive use of social media. The result of the current campaign are shown in table 2.3 above. Nevertheless recruitment of experienced, high quality children's social workers continues to be difficult.

The contract with Pertemps came into effect on the 2 December 2013 and is joint with Warwickshire and Solihull following an extensive tendering process. The contract is a hybrid Master Vendor arrangement which will provide the Council with additional advantages to the existing Master Vendor contract. Background work is currently being undertaken on the future supply of agency workers.

7 Results of consultation undertaken

- 7.1 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.
- 7.2 The report is able to identify more accurately spend on agency workers and the reasons for spend.
- 7.3 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.
- 7.4 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.

8 Timetable for implementing this decision

Not applicable

9 Comments from the Director of Finance and Corporate Services

9.1 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 £1,010,609 which equates to 2.52% 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.

9.2 Legal implications

There are no specific legal implications associated with this report.

10 Other implications

10.1 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.

10.2 How is risk being managed?

There may be a risk to the Council where managers go outside of the Pertemps and contract directly with workers with the advent of changes to IR35 arrangements. There has been numerous communications across the Council to inform managers of changes and there will continue to be as the changes that have been made bed in.

10.3 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.

10.4 Equalities / EIA

The master vendor has made considerable efforts to ensure that the equalities monitoring form is completed. The graphs in appendix 3 show the main equalities data at corporate level for the agency workers who were on assignment with us in the month of September 2016.

No equality impact assessment has been carried out as the recommendations do not constitute a change in service or policy.

10.5 Implications for (or impact on) the environment

None

10.6 Implications for partner organisations?

None

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Directorate:

People Directorate

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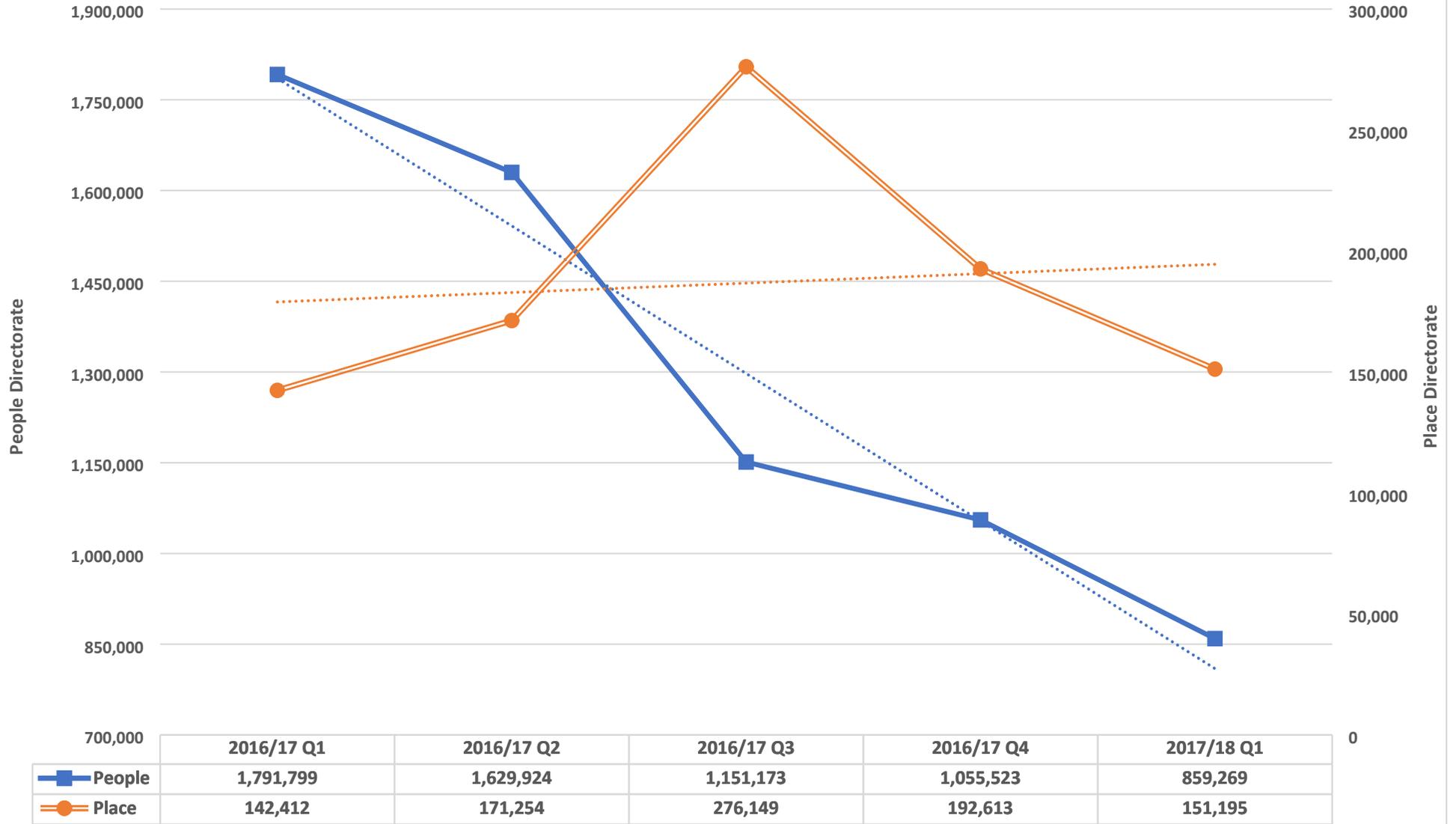
Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Suzanne Bennett	Governance Services Officer	Place	14/09/2017	14/09/2017
Other members				
Names of approvers: (officers and members)				
Gail Quinton	Deputy Chief Executive (People)	People	14/09/2017	14/09/2017
Barbara Barratt	Head of HR & OD	People	14/09/2017	14/09/2017
Pat Chen	Head of Employment Policy & Practice	People	14/09/2017	02/10/2017
Kathryn Sutherland	Lead Accountant, Finance	Place	14/09/2017	02/10/2017
Julie Newman	Legal Services Manager, People	Place	14/09/2017	14/09/2017
Member: Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		14/09/2017	14/09/2017

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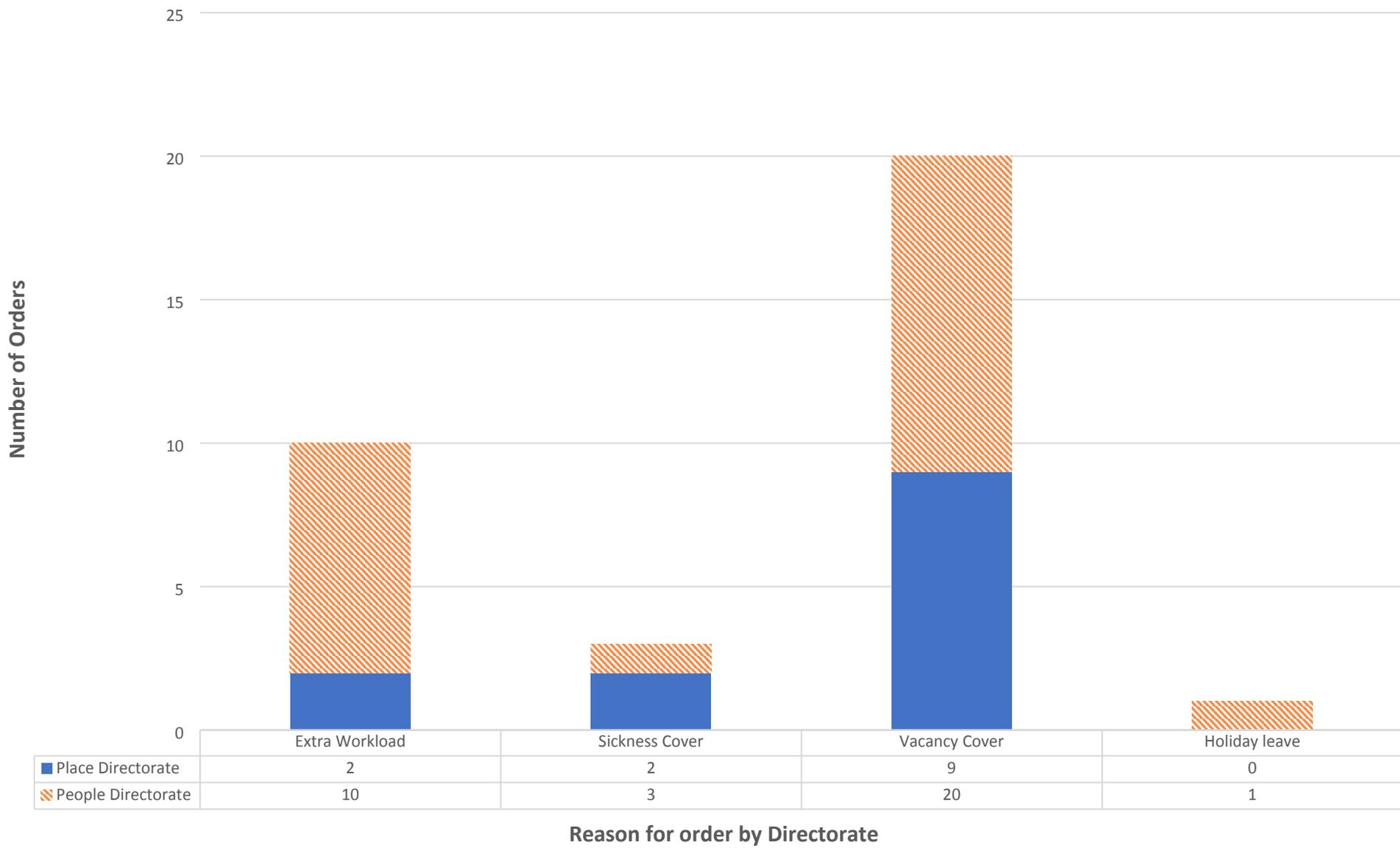
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APPENDIX 1 - COMPARISON OF AGENCY SPEND Q1 2016/17 TO Q1 2017/18



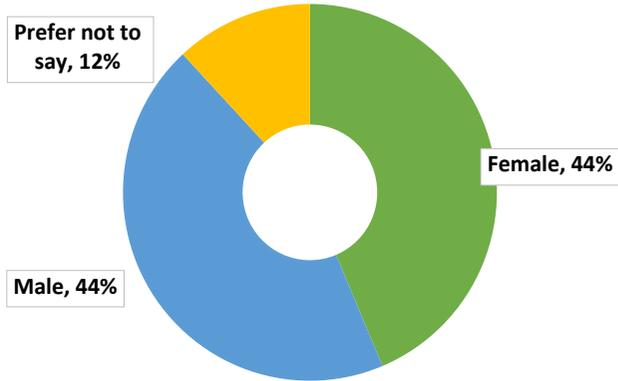
Agency Spend per Quarter by Directorate

Appendix 2 - Reason for Order Q1 April to June 2017

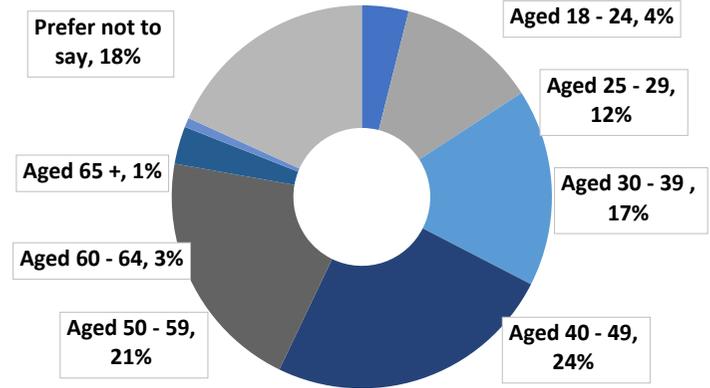


Appendix 3 - Equality Data for Agency Workers via the Pertemps Contract (Q1 2017/18)

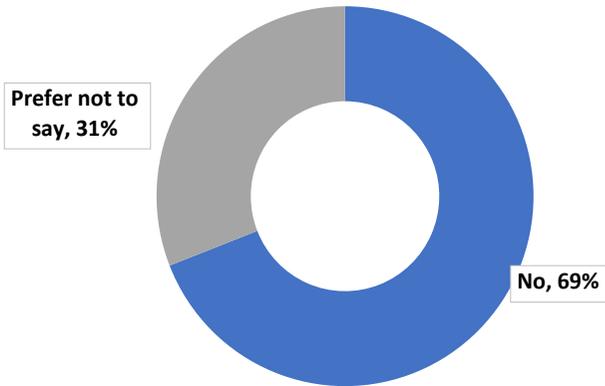
BY GENDER



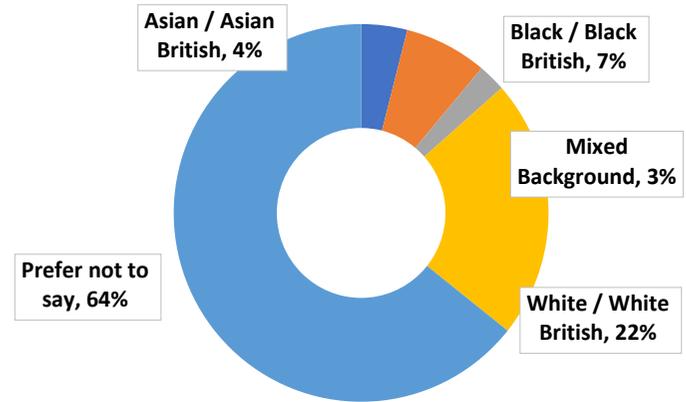
BY AGE RANGE



BY DISABILITY



ETHNIC ORIGIN



Cabinet Member for Strategic Finance and Resources

12 October, 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (Place)

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): Suzanne Bennett

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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	Progress on the Apprenticeship Levy CM for SF&R 23.03.17 (Minute 34))	June 2017	Executive Director of People Barbara Barratt	October, 2017	No progress to report at current time.

*There is a report relating to this item on the agenda.

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