



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Monday, 5th March, 2018

Place

Committee Room 3 - Council House

Public Business**1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes**

(a) To agree the minutes of the meeting held on 15 November 2017 (Pages 3 - 6)

(b) Matters Arising

4. Outstanding Issues Report

Outstanding issues have been picked up in the Work Programme

5. Impact of changes to Local Council Tax Support Scheme - 18 month review
(Pages 7 - 10)

Briefing note

6. Leadership Development Investment (Pages 11 - 16)

Briefing note

7. Apprenticeships and Apprenticeship Levy (Pages 17 - 22)

Briefing note

8. Work Programme (Pages 23 - 26)

Report of the Scrutiny Co-ordinator

9. Any other items of Public Business

Any other items of public business which the Chair 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

Friday, 23 February 2018

Notes:1)The person to contact about the agenda and documents for this meeting is Carolyn Sinclair, Governance Services, Council House, Coventry, alternatively information about this meeting can be obtained from the following web link:

<http://moderngov.coventry.gov.uk>

2) Council Members who are not able to attend the meeting should notify Carolyn Sinclair as soon as possible and no later than 9am on the day of the meeting giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.

3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Scrutiny Board, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors R Auluck, S Bains, J Blundell, R Brown, L Harvard, J Mutton (By Invitation), T Sawdon, R Singh (Chair), K Taylor and R Thay

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.

Carolyn Sinclair

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- Handling customer feedback for ICT and digital -
 - Information detailed on the delivery manager roles
 - Use of user surveys, MyServiceDesk service portal, pop-up service desks and customer test groups
- Information on how we work with/benchmark against peer organisations
- The role of the Council in respect of Cyber Security.

Following discussion, the Board requested an update on the ICT Strategy at a future meeting and asked that the following information to be circulated to them:

- Out of hours telephone number for the IT service desk
- Examples of benchmarking against peer organisations

RESOLVED to note the presentation and requested the additional information as detailed above.

18. **Medium Term Financial Strategy 2018-2021**

The Board considered a report of the Deputy Chief Executive (Place) which presented the Medium Term Financial Strategy 2018-21. The report would also be presented to Cabinet on 28 November and Council on 5 December 2017.

The Strategy set out the financial planning foundations that supported the Council's vision and priorities and lead to the setting of the Council's revenue and capital budgets.

Indications were that the government was maintaining its commitment to the current 4 year funding settlement for local government. To qualify for this, the Council approved an Efficiency Plan within the previously approved MTFS for 2017-20.

Local authorities continued to face severe financial pressures. Although the previous government policy of targeting a budget surplus by 2020 had been pushed back, uncertainty as a result of Brexit negotiations and over the future of local government finance meant that the pressure on public finances was unlikely to ease significantly in the foreseeable future. The Strategy assumed that reductions in available revenue resources and spending levels were likely to continue.

In introducing the report, the Board noted that the Council's financial position had worsened as a result of shortfalls in delivery of its existing savings plans and growing costs of looked after children and homelessness. The Council's current medium term budget process would need to be applied flexibly and may, for instance, require the adoption of measures which have a more short-term focus or re-evaluate the Council's approach to financial risk. Where this was necessary, the implications would be set out in full as part of the decision making process.

Arising from discussion, the Board agreed to consider the topic of business rates at a future meeting.

RESOLVED to note the report.

19. **Outstanding Issues Report**

There were no outstanding issues.

20. **Work Programme**

The Board noted the Work Programme and that the 'ICT Strategy' and 'Business Rates' would be added as set out in minutes 17 and 18 above.

21. **Any other items of Public Business**

There were no other items of business.

(Meeting closed at 3.35 pm)

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Coventry City Council

Briefing note

To
Finance and Corporate Services Scrutiny Board
(Scrutiny Board 1)

Date: 24 January 2018

From
Barrie Strain, Acting Head of Revenues
x3599

Subject:
Impact of changes to Local Council Tax
Support Scheme – 18 month review

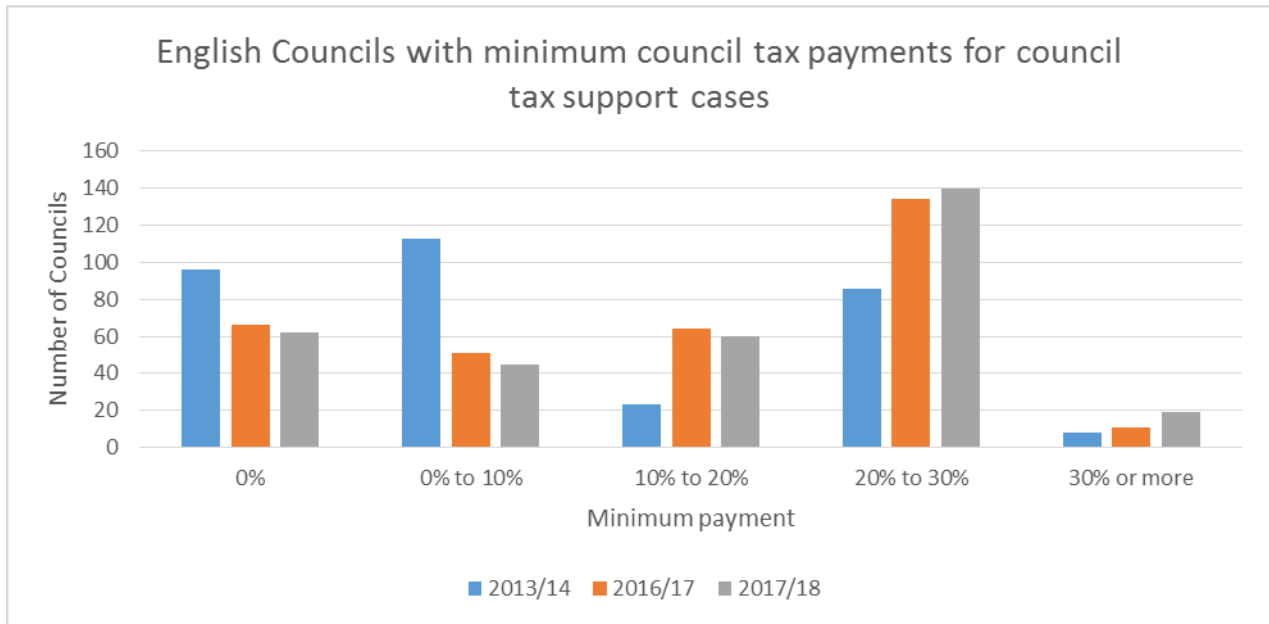
1 Purpose of the note

This paper provides an update on the impact of the Council's revised Council Tax Support scheme in the first 18 months of operation.

2 Background

In April 2016 the Council's revised CTS scheme came into effect. The revised scheme requires all working age households to pay a minimum 15 per cent of their council tax liability regardless of financial circumstance. In April 2016 there were approximately 20,000 working age households receiving some level of council tax support – approximately 16,000 of these working age households had no council tax charge. The change required the average band A household to contribute approximately £3.00 per week towards their council tax liability.

As seen from the chart below, Coventry was one of only 96 English Councils not to require a minimum payment during the first year of the devolved local schemes – 2013/14. As the chart shows, the number of Councils requiring a minimum payment has increased year on year. In 2017/18 159 Councils will require a minimum payment in excess of 20 per cent and only 62 Councils will require no minimum payment.



Source: New Policy Institute <http://www.counciltaxsupport.org/schemes/>

3 Collection Rates

Coventry continues to experience a reduction in the number of people claiming CTS. During 2016/17 the CTS caseload reduced by 0.8 per cent to 29,380. Between April and September this year the caseload has reduced by a further 638 claims – 2.2 per cent. During the same period the number of working age cases reduced from 18,326 to 18,104 (1.2 per cent).

As at September 2017 the Council has awarded £23.37 million in CTS compared with £23.49 million at the same point last year – a 0.5 per cent reduction. This continues a downward trend in the number of people claiming CTS and so the net cost of the CTS scheme continues to fall.

The overall in year council tax collection rate in 2017/18 is 55.5 per cent compared with 55.4 per cent at this stage last year.

The collection rate from working age CTS cases in receipt of 85 per cent support (those who previously would have received full support) was approximately 49.8 per cent at the end of September (£1.12 million from £2.26 million). This is higher than at the same point last year where we had collected approximately 47.2 per cent.

The eventual collection rate for CTS cases is forecast at 90 per cent. This is an estimate – the Council has no historical data upon which to base forecast collection rates from this specific group.

The table below provides an overview of council tax collection and recovery between April and September 2017 in comparison to the same period in 2016.

	Sep-16	Sep-17	Change
Actual council tax collection rate Q2	55.4%	55.5%	+0.1%
Council tax collected	£73.15m	£78.06m	+6.7%
Reminder notices issued	46,907	45,098	-3.9%
Attachment of benefits set up	5,589	5,683	+1.7%
council tax collection rate from 85% CTS cases	47.2%	49.8%	+2.6%
council tax collected from 85% CTS cases	£1.08m	£1.12m	+3.7%
council tax outstanding from CTS cases for 2016/17	£1.205m	£0.411m	-65.9%
council tax arrears at 30 September	£9.72m	£9.59m	-1.3%
CTS awarded	£23.49m	£23.37m	-0.5%

During 2016/17, as was expected, we experienced a significant increase in the level of enforcement activity taking place. In 2017/18 we have seen the level of activity plateau and reduce slightly.

At the end of September the Council had obtained 13,138 liability orders from the Magistrates Court compared to 13,375 in the same period in 2016.

For the 2016/17 tax year there is approximately £411,000 left to collect from CTS claimants previously in receipt of 100 per cent support. The current arrangements for these amounts is detailed in the table below.

2016/17	%	Cases
Paying by instalments/arrangement	9%	487
Final notice before court action	7%	534
Attachment of benefits	44%	1,862
Enforcement agents	32%	483
Enforcement action pending	8%	212

For the 2017/18 tax year there is approximately £1.13 million left to collect and the current arrangements are as follows.

2017/18	%	Cases
Paying by instalments/arrangement	55%	8,253
Final notice before court action	19%	1,797
Attachment of benefits	10%	768
Enforcement agents	6%	354
Enforcement action pending	10%	658

Overall council tax arrears were £9.59 million at the end of September 2017 compared to £9.72 million at the same point in 2016.

4 Impact on customers

From the perspective of council tax collection the data thus far is in line broadly with what was forecast from the outset. The majority of people are making the additional payments and we have not witnessed an adverse impact on either collection rates or arrears.

The Council maintains a close working relationship with colleagues in the advice sector and together we continue to monitor the impact of the CTS scheme on residents. Colleagues in the advice sector have questioned whether residents are paying council tax at the expense of other debts or bills. To some extent this is difficult to quantify and from the outset the Council has acknowledged that the change would require additional payments from low income households – by definition this involves people making decisions about their income and expenditure.

Council officers continue to consider individual cases on their merit. In general terms officers are encouraged to recover unpaid council tax from deductions from benefit entitlement at a rate of £3.70 per week even if in some cases this does not reduce the level of debt outstanding.

Coventry Citizens Advice continue to voice their concern about the use of deductions at source such as attachments of benefits. Again, there is concern that this approach causes people to forgo other bills and expenditure in order to absorb the reduction in income. Nevertheless, attachments of benefits remains a preferred option for many CTS recipients as it ensures their council tax liability is addressed without the individual having to manage the payments.

As part of the mitigation of the impact of the CTS scheme on low income households the Council does not apply for court costs when seeking a liability order against someone in receipt of CTS – this means low income households are not burdened with an addition debt of £81.

Anecdotally we are aware that other Councils are considering introducing or increasing minimum payments in April 2018. This Council has committed not to increase the minimum CTS contribution in 2018/19.

5 Summary

The CTS scheme requires low income households to contribute towards their council tax liability. It has been acknowledged from the outset that collecting council tax from people impacted would be challenging and would need to be undertaken with sensitivity. The vast majority of people, as expected, have paid and are paying their council tax.

In year two, the Council has committed not to enforce court costs for CTS cases and we will continue to work with colleagues in the advice sector to understand and mitigate where possible the impact of the new scheme on low income households.



Coventry City Council

Briefing note

To: Scrutiny Board

Date: 5th March 2018

Subject: Leadership Development Investment

Purpose of Note

- 1.1 The purpose of this note is to provide Scrutiny Board with an update on the investment being made to develop existing and aspiring leaders across the organisation as part of the Council's wider Leadership Development Framework which was launched in 2017.

2 Recommendations

Scrutiny Board are being asked to endorse the work that has been undertaken to date and provide any feedback, guidance and/or suggestions on the Council's current approach.

Information/Background

- 2.1 To meet the continuing financial challenges that the Council is facing it is essential that we make the very best use of all our resources; and in particular our employees. The Council aims to create a culture whereby leaders and managers at all levels across the organisation are able to deliver the outcomes within our Council Plan and Workforce Strategy and perform their existing roles as highly capable individuals and team members. The leadership paradigm is changing, gone are the days of the heroic leader – the command and control managerial model where you instruct employees and they follow. It is clear from the research carried out as part of the "21st Century Public Servant" that leaders whether they be existing, future, aspiring or emerging will need a different skills set if they are to be successful in delivering the outcomes for their citizens.
- 2.2 The Council will need to continue to develop new and innovative approaches to service deliver, creating new income streams by adopting a more commercial and customer focused approach. This will mean having leadership and management capabilities which create the right environment and space for innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council's vision and objectives. Additionally we need to attract and retain employees who have excellent people management skills as well as sharing our values and behaviours: taking personal responsibility, putting communities and customers first, embracing innovation and valuing diversity.
- 2.3 In 2017 Coventry City Council launched its Leadership Development Framework (appendix 1). The framework is designed to establish an organisational 'DNA' for leaders and managers which will build capacity to respond to a new and challenging local government whilst embracing thoughts on what it means to be a 21st Century Public Servant. Skilled leaders and managers are the key to success and this

framework is underpinned by the following principles that will develop their skills and abilities.

- Enabling leaders and managers to deliver great people management practice on a day to day basis.
- Creating an environment which motivates, inspires and energises people.
- An environment where leadership is distributed and dispersed and goes beyond boundaries and spans of authority
- Delivering a customer focussed approach
- Supporting a commercially focus environment
- Creating an innovative culture which thinks outside the box by giving space to all employees to be creative.

The framework is designed to reflect the different levels of leaders and managers and is referred to as 'emerging', 'aspiring', 'future' and 'senior' leaders and will offer various development opportunities across for development pathways. For 2017/18 the focus for development has been across the Council's Future and Senior Leadership cohorts.

2.4 **Progress to date**

2.5 Future Leaders Programme

The Future Leaders programme was launched in October 2017 and is aimed at employees who are currently on Grades 8-10. Not all 470 employees currently at these grades, will be considered to be one of the Council's future leaders however we envisage that through a series of development activities the Council will be in a better position to identify our leaders of the future from this cohort of employees. The programme consists of a 3 day development programme called Leading an Empowered Organisation (LEO) and focuses on articulating expectations, definitions of responsibility, authority and accountability, building relationships, developing capacity and leading change. Since the programme commenced 5 employees have gained a promotion within the Council. As employees progress through the programme focus groups are being held to revisit what attendees have learnt and what they have implemented and any obstacles they may have faced and how these might be overcome.

The second element of the programme is called 'Licence to Practice' (LtP) which includes a number of half day facilitated workshops such as (Myers Briggs Type Indicator (MBTI) which focuses on an individual's preferred communication styles, Equality, Diversity & Inclusion, Managing Disciplinary's, Grievances & Performance, Management Capability, Managing Change and working with the Trade Unions, some of these sessions are being delivered by HR & OD colleagues. These sessions enable the organisation to ensure that middle managers are up-to-date on best employment policy and practice and any legislative changes. The reviewing and rewriting of some of our employment policies as part of the Council's Workforce Reform programme is vital if we want to ensure that our middle managers have the capability to performance manage, drive and implement change.

This cohort of employees will also have an on-line learning offer which will include Managing budgets, Health & Safety and Information Governance. Running concurrently will be the development centre whereby all employees within this cohort

will be asked to participate in a range of psychometric assessments so that a talent mapping exercise can commence as part of the appraisal process with a view to succession planning. All applicants seeking employment with the Council for posts graded 8 – 10 go through the same psychometric assessment process and therefore by doing this exercise with internal employees enables the Council to benchmark internal employees' capabilities with external applicants.

2.6 Senior Leadership programme

The Corporate Extended Leadership Team (ELT) which consists of senior leaders across both People and Place Directorates and SMB members are currently attending a Senior Leadership programme. Corporate ELT have now completed a number of leadership development sessions since July 2017. In addition to the development sessions already delivered Corporate ELT will also be attending the following:

- Digital Bootcamp
- Leading through Coaching
- The 21st Century Public Servant delivered by Catherin Mangan
- Equality Diversity & Inclusion – 'How to bridge the gap between good intentions and real change' delivered by Diversity by Design
- Action Learning Sets
- Systems Leadership

2.7 CMI leadership and management qualification (Level 3 and 5)

We have successfully tendered the services of Triple A to deliver our Chartered Management Institute (CMI) Leadership and Management qualification at Level 5. Apprenticeship Levy funding will be used to support the 10 employees who have been selected to attend the 18 month programme. Triple A have been given an 'outstanding' grade as part of their Ofsted Inspection. We have procured our own internal Adult Education Service to deliver the CMI Leadership and Management Level 3 qualification, 36 employees will attend this programme. As a result of using our internal Adult Education Service we will be able to 'draw down' funds from the Council's Digital Levy Account whilst retaining the Apprenticeship Levy Funding. Both programmes will commence in March 2018.

2.8 MSc in Public Management & Leadership

Coventry City Council will be offering a number of places (yet to be confirmed) on the MSc in Public Management and Leadership programme which will be launched by the University of Birmingham from September 2018. Once gain Apprenticeship Levy funding will be used to fund all places with no additional cost to the corporate budget.

2.10 Corporate Leadership & Development offer

The OD team will continue to offer a range of leadership development opportunities through its core L& D offer. This will include;

- Managing successful appraisals
- Embedding Our Behaviours
- Effective career conversations
- Setting SMART targets

- Managing Performance and Capability
- Managing and Understanding Change
- Working with Trade Unions
- Leading a Resilient Workforce
- Equality Diversity & Inclusion
- WorkSMART - Leading Virtual Teams
- Leading Successful Change
- Learning to Lead
- Condensed Mandatory Briefing
- Adaptive Leadership/Empowering Leaders

2.11 Aspiring and Emerging Leaders Programmes

Both of these bespoke programmes will be launched later in 2018 and will be targeted at employees who are on grades 3 – 7. Employees on these grades are still able to access any training sessions which are either linked to the outcome of their appraisal or form part of the corporate learning & development offer. Following the evaluation of the pilot Aspiring Leaders programme which took place in 2016, it is imperative that the Council ensures that middle managers at grades 8 – 10 fully understand the role that they play as leaders and managers in the development of the cohorts of staff who sit below them in the structure. Hopefully this will be achieved through the delivery of the 'Future Leaders' programme.

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Delivering our Workforce Strategy 2020: Leadership Development Framework

“Agile, digitally capable leaders and managers committed to Coventry people”

Senior Leaders

- Insights discovery
- Insights in action
- Digital Bootcamp
- Leading through coaching
- Leadership development centre
- Corporate leadership events
- Equality, Diversity & Inclusion
- MA in Public Sector Leadership

Future Leaders

- LEO Programme
- Licence to practice workshops
- Development Centre
- Talent Mapping
- CMI qualifications Level 3 or 5
- Equality, Diversity & Inclusion
- Action Learning Sets
- Digital Apprenticeships
- Manager as Coach

Aspiring Leaders

- Development Centre
- Talent Mapping
- Aspiring Leaders Programme
- Adaptive leadership workshops
- Leading Virtual Teams
- Leading a Resilient Workforce
- Equality, Diversity & Inclusion
- CMI qualifications Level 3 or 5

Emerging Leaders

- What is Leadership/Management
- Learning to lead workshops
- Leading and managing people and teams
- Adaptive leadership
- Managing Change
- Equality, Diversity & Inclusion
- CMI qualifications Level 3

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Coventry City Council

Briefing note

To: Scrutiny Board

Date: 5th March 2018

Subject: Apprenticeships and Apprenticeship Levy

1. Purpose of Note

The purpose of this note is to provide Scrutiny Board with an overview of the current number of apprentices currently on Coventry City Council's Apprenticeship Programme and to inform Board Members of the progress being made to ensure that Coventry City Council spends its £1m contribution to the Apprenticeship Levy fund.

2 Recommendations

2.1 Scrutiny Board are being asked to endorse work undertaken to date and provide any additional guidance and/or suggestions on the Council's approach to Apprenticeships and the Apprenticeship Levy spend.

3 Apprenticeships

3.1 The Council's Apprenticeship and Early Careers Team which forms part of the Council's HR & OD service are responsible for managing the Council's Apprenticeship Programme and implementing the actions set out in the Council's Apprenticeship Strategy 2016 – 19.

3.2 The Council currently has 100 apprentices on its programme. 35 are located within service areas across the Council and 65 are located in maintained schools across the City

3.3 The Council currently has 7 Apprentices who are Looked After Children (LAC).

The Apprenticeship Team are making good progress with the implementation of actions set out within the Apprenticeship Strategy. Further work is currently being undertaken to ensure that the Council widens participation by targeting under-represented groups of your people such as young people with a disability, NEETs, young refugees, Black, Asian and Minority Ethnic (BAME) young people and looked after young people. In addition further work is required to ensure that effective workforce planning takes place across all service areas so that we are able to provide permanent employment for our Apprentices as part of the Council's 'Grow Our Own' and succession planning model.

3.4 Apprentices are currently allocated as follows:

• Total number of apprentices in post	100
• Total number in Council	35
• Total number in Schools	65

3.5 Apprentices by Directorate:

• People	23
• Place	12

3.6 Apprentices by vocational area:

• Business Administration	32
• Customer Service	1
• Vehicle Maintenance & Repair	1
• IT Infrastructure	6
• Supporting, Teaching & Learning in Schools	37
• Physical Education in Schools	7
• Children's & Young People's Workforce	7
• Facilities Management	2
• Highways	2
• Civil Engineering	2
• Construction	1
• Design	1
• Technical Support in Town Planning	1

3.7 Apprentices by level:

• Level 2	33
• Level 3	67

3.8 Apprenticeship Destinations

Since the launch of the Apprenticeship Strategy in January 2016, 108 Apprentices have completed their Apprenticeships. Of those Apprentices, 65 have either entered employment or University. Of the 65 that went into employment following their apprenticeship, 46 gained employment with the Council or a Coventry School, with the remaining 19 gaining employment elsewhere.

3.9 The Apprenticeship Team are in the process of appointing to the position of Apprenticeship, Work Experience and Internship Advisor whose duties will focus on ensuring that the Council is able to offer work experience placements for under-represented young people across our City and graduates looking for internships. This new appointment will enable the Apprenticeship & Career Development Pathway Lead to focus on creating Career Pathways across the Council.

4 Apprenticeship Levy

- 4.1 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.
- 4.2 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 it cannot be used to recruit employees.
- 4.3 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.
- 4.4 Prior to the introduction of the Apprenticeship Levy, payment for corporate Apprenticeship training cost approximately less than £5000 per year in total. The reason for this was due to Providers forfeiting the cost.
- 4.5 The yearly cost of the Levy to Coventry City Council is in the region of £1m with approximately £600K allocated from the corporate wage bill and a further £400 allocated from maintained schools wage bill. The government also tops this up by a further 10%, making the total amount of funding available circa £1.1m.
- 4.6 Levy funding lasts 24 months and if it is not spent in this period it is reabsorbed by the Employment and Skills Funding Agency.

4.7 Progress to date

The Council is currently supporting 76 traditional apprenticeships from the Levy funding, the remaining 24 apprentices were appointed before the Levy was introduced in April 2017. As the levy can also be used to support the upskilling of existing employees the Apprenticeship Levy Development Co-ordinator and the Organisational Development Team are currently using the Levy to create opportunities for existing employees to gain formal qualifications through a range of professional apprenticeships such as the Chartered Management Institute (CMI) leadership and management development programme (level 3 and 5), a project management qualification, a civil engineering qualification, a chartered legal executives course and supporting teaching & learning in schools. The portfolio of Apprenticeships for existing employees will evolve significantly in 2018/19 as more apprenticeship standards are released by the Skills Funding Agency. One of these Standards will include the Apprenticeship Standard for Social Work.

Analysing current training spend

An analysis of corporate training spend has been undertaken and it is likely that there will be other potential opportunities to use the Apprenticeship Levy to support employee upskilling which will in turn provide further savings for the Council by reducing the corporate training spend. One of these areas is likely to be the Chartered Institute of Public Finance & Accountancy (CIPFA). Further scoping and engagement work will be undertaken by the Apprenticeship Levy Development Co-ordinator to identify further opportunities for using the fund.

Spend so far

£39,150 to date on payment programme.

£275,500 with planned starts (which includes qualifications for existing employees).

Projection spend based on Apprenticeship training requirements across the Council by 2020 £912,000 + £275,500 = £1,187,500 (this figure does not include any new apprenticeships, where standards are yet to be released – Social Work).

Working 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 Academies who are not currently working closely with the Apprenticeship Team. Members of the Apprenticeship Team have attended both the Primary, Secondary and Special Schools Head Teachers Partnerships meetings on the 16th March 2017, 15th March 2017 and 10th February 2017 with follow-up visits having taken place on 31st January 2018, 1st February 2018 and 2nd February 2018 respectively.

4.8 Offer Apprenticeships to natural 'new hires'

Aligned with the Council's Talent management and Recruitment strategies, the Apprenticeship Team intend to explore the possibility of using Levy funding to support the development needs of new hires after the completion of their probationary period. The Apprenticeship team are currently working with managers to identify opportunities.

4.9 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 who are on an Education, Health & Care Plan). This £1000 cashback is paid via the training provider at month 3 (£500) and the end of the programme (£500). The £1000 incentive does not enter back into our Levy account and is a cash incentive. Coventry City Council will use this money to provide further support for our Looked After Young People to enable them to gain further opportunities to access work trials, placements, apprenticeships and employment opportunities across the council.

4.10 Monitoring quality

The Apprenticeships and Early Careers Team have been undertaking quality checks on Training Providers that currently deliver Apprenticeships to the Council so as to benchmark and ensure that 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). The team will also be reviewing the expertise of the staff from each Provider and consider their Ofsted grades and learner success rates when making Provider decisions. All providers of apprenticeship training must also register and be approved through the Council's Dynamic Procurement System (DPS) and its associated processes.

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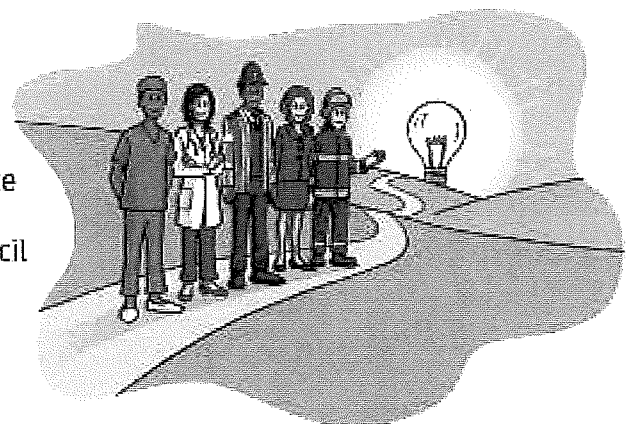
'GETTING INTO WORK' TRAINING WITH WEST MIDLANDS POLICE, AMBULANCE SERVICE, COVENTRY FIRE SERVICE & COVENTRY CITY COUNCIL

ABOUT THE PROGRAMME

Coventry Refugee and Migrant Centre, in partnership with local public services, is offering a FREE programme for those who are not in full time work or on full time courses.

Participants must be aged 18 - 24 and from local communities in and around Coventry.

- Shadowing Police Community Support Officers during their daily routine
- 'Safe and Well' visits to fire protect homes
- School outreach talks
- Providing an insight into the opportunities available with West Midlands Ambulance Service
- Working in partnership with Coventry City Council for work trial programmes to build knowledge, skills, confidence and behaviours



BENEFITS

- Certified 'Emergency First Aid' training
- Certified training in Customer Services or ICT (eligibility criteria applies)
- Support with gaining Maths qualifications (eligibility criteria applies)
- Help with finding work and other training opportunities

FIND OUT MORE....

To secure a place on the programme or to find out further information, please text INTERESTED to 078810 90183. If you are not eligible for the above course, we have a range of other options available. Direct message our Facebook page to find out more.



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Please see page 2 onwards for background to items

12th July 2017
<ul style="list-style-type: none">- Impact of changes to Local Council Tax Support Scheme- Cyber Security (Private Item)
13th September 2017
<ul style="list-style-type: none">- Customer Service briefing note with action plan- 2017/18 Capital Programme
15th November 2017
<ul style="list-style-type: none">- ICT @ CCC- Medium Term Financial Strategy
Monday 5th March
<ul style="list-style-type: none">- Workforce Strategy: Transforming- Impact of changes to Local Council Tax Support Scheme
21st March 2018
<ul style="list-style-type: none">- Business Rates- ICT Strategy
18th April 2018
<ul style="list-style-type: none">- Social Value Act- Procurement Strategy
Date to be determined
Budget – meeting savings targets Council Reserves Outside Body Reports Workforce Resource Workforce Strategy Work Strands – Staff Terms and Conditions

Date	Title	Detail	Cabinet Member/ Lead Officer
12th July 2017	- Impact of changes to Local Council Tax Support Scheme	To look at the impact of the changes a year after implementation, including collection rates, cost of collection, levels of arrears, enforcement arrangements the impact on residents.	Barrie Strain/ Glenda Cowley
	- Cyber Security (Private Item)	To receive an update on measures being put in place to address cyber security issues.	Lisa Commane/ Paul Ward
13th September 2017	- Customer Service briefing note with action plan	Work is being undertaken by the Cabinet Member to review the customer service centre. Information on this work will be brought to the Board and the impact of this work reviewed later in the municipal year.	Lisa Commane/ Adrienne Bellingeri
	- 2017/18 Capital Programme	To receive a line by line update on the 2017/18 Capital Programme. Annual item. Included information on WMCA programmes.	Paul Jennings
15th November 2017	- ICT @ CCC	To look at ICT at the Council to include policies, strategies, risks, resilience, effectiveness and value for money.	Lisa Commane/ Paul Ward
	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Paul Jennings
Monday 5th March	- Workforce Strategy: Transforming	To look at workforce strategy work strands at an appropriate time as identified at the meeting on 25th January 2017. This item will look at; Apprenticeship programme and the Levy Improving our leadership & management practices	Barbara Barrett/ Grace Haynes
	- Impact of changes to Local Council Tax Support Scheme	To look at the ongoing impact of the changes, including collection rates, cost of collection, levels of arrears, enforcement arrangements the impact on residents. This item was requested at the July meeting.	Barrie Strain/ Glenda Cowley

Date	Title	Detail	Cabinet Member/ Lead Officer
21st March 2018	- Business Rates	An update on the proposed changes to business rates.	Paul Jennings
	- ICT Strategy	To scrutinise plans for a revised ICT Strategy.	Paul Ward
18th April 2018	- Social Value Act	To examine the extent to which the Social Value Act is delivering added value when we are letting contracts. Annual item.	Liz Welton
	- Procurement Strategy	To ensure we are getting value for money from the Procurement Strategy and its impact on society.	Liz Welton
Date to be determined	Budget – meeting savings targets	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	Council Reserves	To receive an update on the position of Council Reserves. Annual item.	Paul Jennings
	Outside Body Reports	To take appropriate outside body reports and to scrutinise the funding provided by the Council to each organisations.	Various
	Workforce Resource	To look at whether we have sufficient resource within our workforce to deliver the Council’s ambitions for the City. (identified at SCRUCO 12.07.17)	Various
	Workforce Strategy Work Strands – Staff Terms and Conditions	To scrutinise proposed changes to staff terms and conditions at an appropriate time.	Barbara Barrett

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