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Coventry City Council

Agenda

Cabinet Member for Strategic Finance and Resources

Time and Date

10.00 am on Thursday, 5th March, 2020

Place

Diamond Room 2 – Council House, Coventry

Public Business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** (Pages 3 - 8)
 - a) To agree the Minutes of the meeting held on 12 December, 2019
 - b) Any matters arising
4. **Policy Contingency Approval - Japanese Peace Garden** (Pages 9 - 14)
Report of the Director of Finance and Corporate Services
5. **Agency Worker - Performance Management Report Q3 - 1 October to 31 December 2019** (Pages 15 - 32)
Report of the Deputy Chief Executive (People)
6. **Gender Pay Reporting** (Pages 33 - 42)
Report of the Deputy Chief Executive (People)
7. **Outstanding Issues** (Pages 43 - 46)
Report of the Director of Finance and Corporate Services
8. **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, 26 February 2020

Note: The person to contact about the agenda and documents for this meeting is
Suzanne Bennett Tel: 024 7697 2299

Membership: Councillor J Mutton (Cabinet Member)

By invitation Councillor T Sawdon (Shadow Cabinet Member)

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

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

Suzanne Bennett

Tel: 024 7683772299

Email: Suzanne.bennett@coventry.gov.uk

Agenda Item 3

Coventry City Council

Minutes of the Meeting of Cabinet Member for Strategic Finance and Resources held at 10.00 am on Thursday, 12 December 2019

Present:

Members: Councillor J Mutton (Cabinet Member)

Employees:

People: S Griffin, S Newing
Place: P Jennings, C Sinclair

Apologies: Councillor T Sawdon (Shadow Cabinet Member)

Public Business

15. Declarations of Interest

There were no declarations of interest.

16. Minutes of Previous Meeting

The minutes of the meeting held on 26 September 2019 were signed as a true record. There were no matters arising.

17. Exclusion of Press and Public

RESOLVED that the Cabinet Member for Strategic Finance and Resources agreed to exclude the press and public under Sections 100(A)(4) of the Local Government Act 1972 relating to the private report entitled “Central England (formerly Coventry) Law Centre Pension Guarantee” (Minute 10 refers) on the grounds that the report involved the likely disclosure of information defined in Schedule 12A of the Local Government Act 1972 (as amended), as it contained information relating to the financial and business affairs of any particular person (including the authority holding that information) and in all circumstances of the cases, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

18. Policy Contingency Approval - Gating Scheme

The Cabinet Member considered a report which sought approval for grant funding of c£4,986 to enable a gating scheme to be put in place within the Willenhall area of the City. Any decision to progress the scheme would be subject to the Citizen housing organisation receiving legal advice that the scheme could proceed.

The Cabinet Member for Strategic Finance and Resources was responsible for approving the allocation of resources of up to £75,000 each year from an on-going Policy Contingency budget.

The Cabinet Member was approached by residents of Remembrance Road and Meadfoot Road in the Binley and Willenhall Ward earlier in the year in relation to

proposals to provide a gating scheme to improve security in the area. The area had been the subject to illegal and anti-social behaviour which local residents believed was made worse by common access to several alleys that backed on to properties in the area.

Gating schemes had been installed across the city over a period of many years although the Council no longer has an on-going budget for such schemes due to previous reductions in Community Safety funding. Such schemes allowed local residents to access to the alleys as keyholders but restrict access to non-residents. Perceptions were that such schemes help to reduce illegal and anti-social behaviour.

The area affected by the scheme incorporates properties managed by Citizen (the social housing provider formerly known as Whitefriars Housing Group) and alleys between houses which connect to a number of roads in the area. The gating scheme would be supported by and procured through Citizen and the scheme would be implemented with their support. The Council's role would be restricted to providing the funding.

RESOLVED that the Cabinet Member for Strategic Finance and Resources approve a one-off grant of £4,986 from the Policy Contingency budget to enable provision of a gating scheme within the Willenhall area of the city subject to the consultation process and the agreement of the Citizen housing organisation.

19. Sickness Absence for the 12 Month Period Ending 30 September, 2019

The Cabinet Member considered a report of the Deputy Chief Executive (People) detailing the Sickness Absence data for the 12-month period ending 30 September 2019. The report enabled the Cabinet Member to monitor levels of sickness absence for the 12-month period ending 30 September 2019 and the actions being taken to manage absence and promote health at work across the City Council.

The reporting methodology for 2019/20:

- Was based upon a rolling 12-month period
- Excluded schools' workforce data (schools' data was inconsistent with the data of the workforce as a whole)
- Measured sickness absence as days lost per full time equivalent (FTE)

The target of 9.3 days per FTE employee was set for the 2019/20 financial year and was currently at 11.76 days for the rolling 12 months to the end of September 2019.

The main reasons for absence remained Stress, Depression and Anxiety. The other main reasons for days lost was due to sickness absence were other musculoskeletal problems and infections, colds and flu.

The Cabinet Member expressed concern that the sickness absence figures remained high and suggested that the 'Manager Induction' initiative should be rolled out to all managers as soon as possible in order that absence levels could

start to be reduced. In the meantime, the Cabinet Member asked that Officers provide him with details of the full programme timescales.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- 1) Note the sickness absence data for the 12-month period ending 30th September 2019 and endorsed the actions taken to monitor and manage sickness.**
- 2) Note that the sickness and absence policies and procedures were under review, which was a joint piece of work with the trades unions and the work being undertaken to improve health and well-being with the aim of reducing absence levels. It was acknowledged this work was in the early stages.**
- 3) That, in respect of the Manager Induction Initiative, officers provide the Cabinet Member for Strategic Finance and Resources with details of the full programme for all managers.**

20. Agency Workers - Performance Management Report Q2: 1 July to 30 September 2019

The Cabinet Member for Strategic Finance and Resources considered a report of the Deputy Chief Executive (People) which provided performance information on the use of agency workers procured for the Q2 period 2019/20.

The City Council had a Master Vendor Contract with Reed for the supply of agency workers. Through the contract, Reed would supply all suitable agency workers either through their own agency or via a 2nd tier arrangement with other agencies, using rates of pay based on an agreed pay policy and a negotiated mark-up rate with the Master Vendor. The information supplied by Reed gave detailed information on agency worker usage and expenditure. Spend was based on timesheets paid during the quarter.

The report highlighted across the council several examples where agency staff were being used during service pressure or restructure/change and special projects. This had a cumulative impact across the business incorporating numerous internal and external factors that affected the context of the council and demonstrated why using agency workers was, on occasions appropriate, but also provided detail around what measures were in place to ensure this didn't drift.

Whilst the control of agency spend was managed locally within individual service areas, the internal and external factors that drive the workforce challenges lends itself to the whole of the organisation. Financial constraints, technology, political, local and legislative agendas as well as the speed of change, high customer demand and more attractive offers added to the recruitment and retention pressures the organisation was faced with.

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

- The recruitment and retention challenges impacting and affecting the Service and strategies in place or working towards to support these.**

- The agency / interim spends for Q2 2019/20.
- The cumulative spend for both agency workers via Reed and outside Reed (Table 2.1 of the report submitted).

21. Central England (formally Coventry) Law Centre Pension Guarantee

The Cabinet Member considered a report of the Director of Finance and Corporate Services which sought approval for the Council to provide a pension guarantee to the Central England Law Centre (formerly Coventry Law Centre) to mitigate future potential risks in relation to its pension position. This guarantee would be at a net nil cost to the Council.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposals (Minute 10 below refers).

Central England Law Centre (CELC), formerly Coventry Law Centre, was the largest law centre in the UK. It had developed from what was Coventry Law Centre, and its focus is still very much on the city. The CELC provided specialist legal advice to Coventry citizens, covering areas including but not restricted to social care and health, welfare benefits, housing, debt, immigration and asylum.

CELC has been a key local delivery partner for the Council for many years and the Council provides £440k p.a. core funding to the Law Centre. Within the Council, CELC was regarded as an effective and important voluntary sector delivery body within the city. This was demonstrated by the level of on-going funding provided by the Council and fact that the Council has periodically chosen the Centre to provide a number of other work programmes supported by specific grant funding.

Historically, CELC employees had access to the Local Government Pension Scheme via the West Midlands Pension Fund (WMPF). Scheme entry was closed for new employees in May 2007 and there was now a small number of active members of the scheme. In addition, there are former CELC employees who are already in receipt of their pension or who will be able to draw their pension when they reach the relevant age.

The CELC had just received the latest triennial superannuation report which determines its employer pension contributions for the next three years. Only employees working in Coventry and who were historically part of Coventry Law Centre are members of the WMPF rather than employees of other parts of the CELC. The previous (2016) deficit calculated on a 'funding basis' was £211k whereas the recent revised valuation for 2019 indicates a surplus of £69k. This means that the CELC would only have to make employer superannuation payments in relation to the current cost of its employees' pensions, not any deficit recovery payments.

However, WMPF had also provided a revised calculation for a crystallisation of the pension costs based on the least risk approach. When the remaining employees who were active members of the WMPF ceased their employment with CLC, the Law Centre would need to pay the liability to the Fund calculated on this basis. The guarantee would be of benefit only to CELC employees and therefore does not confer any advantage on CELC.

The WMPF was able to avoid charging the least risk calculated sum if the relevant body was able to align itself with another organisation with a strong financial covenant and active employees within the Fund. The purpose of the report was to recommend that the Council takes on this role by providing a pension guarantee to CELC and the WMPF.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- (1) Approve the Council providing a pension guarantee to the Central England Law Centre as set out in the report.**
- (2) Delegate authority to the Director of Finance and Corporate Services following consultation with the Cabinet Member for Strategic Finance and Resources to identify, agree and arrange the legal and financial measures required.**

22. Outstanding Issues

The Cabinet Member for Strategic Finance and Resources noted that work was currently being undertaken in relation to the Apprenticeship Levy and that a report would be submitted in due course.

23. 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 public business.

24. Central England (formerly Coventry) Law Centre Pension Guarantee

Further to Minute 7 above, the Cabinet Member considered a private report of the Director of Finance and Corporate Services, setting out the commercially confidential matters relating to a pension guarantee to the Central England Law Centre (formerly Coventry Law Centre) to mitigate future potential risks in relation to its pension position.

RESOLVED that the Cabinet Member for Strategic Finance and Resources:

- (1) Approve the Council providing a pension guarantee to the Central England Law Centre as set out in the report.**
- (2) Delegate authority to the Director of Finance and Corporate Services following consultation with the Cabinet Member for Strategic Finance and Resources to identify, agree and arrange the legal and financial measures required.**

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

There were no other items of private business.

(Meeting closed at 10.40 am)



Cabinet Member for Strategic Finance and Resources

5 March 2020

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Director of Finance and Corporate Services

Ward(s) affected:

Earlsdon

Title:

Policy Contingency Approval – Japanese Peace Garden

Is this a key decision?

No

Executive Summary:

This report is seeking approval for grant funding of up to £30,000 from the Policy Contingency to part-fund the costs of a Japanese Peace Garden to be constructed within the War Memorial Park.

Recommendations:

The Cabinet Member for Strategic Finance and Resources is requested to approve a one-off grant of up to £30,000 from the Policy Contingency budget to enable provision of a Japanese Peace Garden.

List of Appendices included:

None.

Background papers:

None.

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

Report title: Policy Contingency Grant – Gating Scheme

1. Context (or background)

- 1.1 The Cabinet Member for Strategic Finance and Resources is responsible for approving the allocation of resources of up to £75,000 each year from an on-going Policy Contingency budget. So far within 2019/20 the only approval against this budget amounts to £4,986.
- 1.2 The Cabinet Member was approached by staff at Howes Primary School acting on behalf of Coventry Young Ambassadors to provide financial support for a Japanese Peace Garden within the War Memorial Park. With such financial support in place it is intended that the garden will be completed by 20th June 2020 in time to be opened by the Japanese Ambassador to the UK.
- 1.3 The construction of a peace garden would be in keeping with Coventry's status as a city of peace and reconciliation. Coventry has a long-standing reputation of international friendship, including via its numerous twinning relationships with cities across the world, many visible local symbols of peace and reconciliation and the annual Coventry Peace Festival held within the city. The War Memorial Park already contains a German Peace Garden.
- 1.4 It is envisaged that Coventry Young Ambassadors supported by staff from Howes will manage the Peace Garden project. The Council does not have direct responsibility for elements of the project such as design, procuring external works and supplies or identifying any additional funding required. Alongside the Young Ambassadors, Parks staff and the Friends of the Park have agreed a secure space for the location of the Peace Garden.

2. Options considered and recommended proposal

Option 1 - Reject the Funding Request

- 2.1 This option is not recommended. The Cabinet Member has indicated his support for the project.

Option 2 – Agree to the Funding Request

- 2.2 This is the recommended option. The Cabinet Member has already indicated his support for the project to provide funding for a Japanese Peace Garden.

3. Results of consultation undertaken

- 3.1 The Friends of the War Memorial Park have been involved in the planning arrangements for the Garden.

4. Timetable for implementing this decision

- 4.1 It is intended that the garden will be completed by 20th June.

5. Comments from Director of Finance and Corporate Services

5.1 Financial implications

The Council's contribution will be up to £30,000. Parks staff are familiar with the proposed design of the Garden. They have agreed that the design is very low maintenance and that

the on-going financial costs are expected to be only modest. The Park's grounds team will look after the Garden as an asset to the Park after construction.

The allocation will bring the total of Policy Contingency approvals to the year to £34,986. If no other approvals are made before 31st March the budget will be underspent by c£40,000.

5.2 Legal implications

There are no specific legal implications for the Council.

6. Other implications

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

The project is broadly aligned to the Council's role as a city of peace and reconciliation.

6.2 How is risk being managed?

There are no key risks associated with this funding proposal.

6.3 What is the impact on the organisation?

None

6.4 Equality and Consultation Analysis (ECA)

The nature of the proposal raises no concern that the approval is inconsistent with the Council complying with its Public Sector Equality Duty.

6.5 Implications for (or impact on) climate change and the environment

No implications.

6.6 Implications for partner organisations?

The Garden has been proposed in consultation with the Friends of the Park.

Report author(s):

Name and job title: Paul Jennings, Finance Manager Corporate Finance

Directorate: Place Directorate

Tel and email contact: 02476977228 paul.jennings@coventry.gov.uk

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	17/02/20	17/02/20
Names of approvers for submission: (officers and members)				
Finance: Paul Jennings		Place	17/02/20	17/02/20
Legal: Carol Bradford	Corporate Governance Lawyer	Place	17/02/20	19/02/20
Director: Barry Hastie	Director of Finance and Corporate Services	Place	17/02/20	17/02/20
Members: Cllr John Mutton			17/02/20	20/02/20

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Cabinet Member for Strategic Finance and Resources

5 March 2020

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 – Performance Management Report Q3: 1st October to 31st December 2019

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 Q3 period 2019/2020.

Recommendations:

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

1. The recruitment and retention challenges impacting and affecting the Service and strategies in place or working towards to support these.
2. The agency spend for Q3 2019/20.
3. The cumulative spend for both agency workers via Reed and outside Reed (Table 2.1 & 2.2).
4. Updated Directorate titles.

List of Appendices included:

None

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 Q3, 1 October to 31 December 2019.

1. Context (or background)

1.1 Coventry City Council has a Master Vendor Contract with Reed for the supply of agency workers. Through the contract, Reed supply all suitable agency workers either through their own agency or via a 2nd tier arrangement with other agencies, using rates of pay based on an agreed pay policy and a negotiated mark-up rate with the Master Vendor. The information supplied by Reed gives detailed information on agency worker usage and expenditure. Spend is based on timesheets paid during the quarter.

Reed is not always able to supply the required agency workers and where this is the case, service areas will use other suppliers. However, where other suppliers are being used, the Council is engaging with Reed to bring other suppliers and or workers under the Master Vendor contract. Reed covers all agency workers required by the core council. The contract does not cover agency workers in schools.

1.2 This report highlights across the council several examples where agency staff is being used during service pressure or restructure/change and special projects. This has a cumulative impact across the business incorporating numerous internal and external factors that affect the context of the council and demonstrate why using agency workers is on occasions appropriate, but also provides detail around what measures are in place to ensure this doesn't drift.

Whilst the control of agency spend is managed locally within individual service areas, the internal and external factors that drive our workforce challenges lends itself to the whole of the organisation. Financial constraints, technology, political, local and legislative agenda's as well as the speed of change, high customer demand and more attractive offers add to the recruitment and retention pressures the organisation is faced with.

Services operate in a very tight labour market i.e. more jobs than candidates, the market is candidate led e.g. financially driven, which in turn creates both internal and external challenges and a highly competitive environment when recruiting and retaining staff. Coupled with skills and experience shortages, locally as well as nationally in qualified and specialist arenas specifically Adult social care, Children's social workers, planning and other professional services including surveyors, transportation and UTMC. An ageing workforce also contributes to the recruitment challenges as well as recruiting and retaining staff across 5 generations with differing needs, expectations and requirements, puts extra pressure on service areas to attract and retain the right people.

1.3 The apprenticeship levy has provided some leeway in creating opportunities to address some of these areas, however, unexpected staff cover has contributed to the increased pressure and demand on frontline services across both directorates. Local and national skills shortages and a sparse candidate labour market pool therefore requires reliance on agency workers to counteract the risk of not being able to provide a front-line service. In order to continue to make efficiencies through the organisation, dictates the use of a temporary workforce until such arrangements have been concluded.

1.4 Alternative options can be considered for example pools of workers are viable options, however, they require funding. In addition, to maximise the potential for both service and individuals and to allow for cross service working, would require skills sets in various disciplines across the service areas, which can present problems for regular updated training and maintenance of skills.

At the same time regular working could impact employee status as well as increase the temporary workforce; options need to consider the financial costs to manage and resource. Agency usage is on a pay as you use basis and incurs charges via pay rates (x) hours worked and agency fees. In comparison with financial obligations to resource a pool, will require a permanent resource – which will incur a fixed price e.g. to use and to source.

Career pathways, development opportunities and graduate placements as well as redeployment outplacements are activities currently being utilised and developed for maximum potential across the Council to enhance our candidate pools.

The Recruitment Service is providing and assisting more creative and innovative recruitment activity raising Coventry City Council's profile as an employer of choice on our social media platforms, as well as direct sourcing of candidates to recruit to vacancies as an alternative to agency usage. Additional improvements across the team have seen an increase in the number of application forms received as well as a reduction in the time to hire. The Recruitment Team are working closely with HR/OD, Universities and other local partners including the Job Shop to support more collaborative working and pooling of ideas and running events to address many of the recruitment and retention issues that all employers are facing in today's constant changing and challenging times.

1.5 The commentary throughout this report will provide more detail around the specific service area.

2. Tables on Directorate Agency Worker Spend for Q3 2019/20

The tables below highlight the cumulative spend on the use of agency workers with Reed and outside Reed and compares Q2 2019/20 and Q3 2019/20.

Table 2.1 Overall Cumulative Agency Spend

	Q2 2019/20	Q3 2019/20	Increase/Decrease
Reed	£1,075,527	£1,087,457	+£11,930
Outside Reed	£401,848	£304,402	-£97,446
Total	£1,477,375	£1,391,859	-£85,516

Table 2.2 Overall Cumulative Agency Spend by Directorate

	Q2 2019/20		Q3 2019/20	
	Reed	Outside Reed	Reed	Outside Reed
PEOPLE	£890,005	£239,242	£891,035	£224,718
PLACE	£185,522	£162,606	£196,422	£79,684
TOTAL	£1,075,527	£401,848	£1,087,457	£304,402

Table 2.3 Master Vendor Contract Agency Spend

Tables below show comparative expenditure for the **Master Vendor Contract** between Q2 2019/20 and Q3 2019/20, as well as Q3 2018/19 and Q3 2019/20. There has been **an increase of £12k** in spend between Q2 2019/20 and Q3 2019/20 and **a decrease of £119k** compared to the same quarter in 2018/19. The Master Vendor Contract covers all agency workers required by the core Council, the Reed contract does not cover agency workers in schools.

Spend comparing Q2 2019/20 to Q3 2019/20		Spend Q2 2019/20	Spend Q3 2019/20	Increase / Decrease
PEOPLE	Adult Services	£233,391	£213,885	-£19,506
	Children Services	£533,257	£555,607	£22,350
	Housing & Transformation	£117,144	£118,230	£1,086
	Human Resources	£4,958	£1,805	-£3,153
	Education and Skills	£1,256	£1,508	£252
	People Directorate Total	£890,005	£891,035	£1,030
PLACE	Finance & Corporate Resources	£44,507	£41,561	-£2,946
	Property Services and Development	£4,207	£22,729	£18,522
	Streetscene & Regulatory Services	£136,248	£121,529	-£14,719
	Transportation & Highways	£0	£10,602	£10,602
	Business, Investment & Culture	£560	£0	-£560
	Place Directorate Total	£185,522	£196,422	£10,900
	Total	£1,075,527	£1,087,457	£11,930

Spend comparing Q3 2018/19 to Q3 2019/20		Spend Q3 2018/19	Spend Q3 2019/20	Increase / Decrease
PEOPLE	Adult Services	£164,072	£213,885	£49,813
	Children Services	£835,891	£555,607	-£280,284
	Housing & Transformation*	£68,222	£118,230	£50,008
	Human Resources	£0	£1805	£1,805
	Education and Skills	£3157	£1508	-£1,649
	People Directorate Total	£1,071,341	£891,035	-£180,306
PLACE	Finance & Corporate Resources	£18,404	£41,561	£23,157
	Property Services and Development	£7,169	£22,729	£15,560
	Streetscene & Regulatory Services	£109,737	£121,529	£11,792
	Transportation & Highways	£0	£10,602	£10,602
	Place Directorate Total	£135,309	£196,422	£61,113
	Total	£1,206,650	£1,087,457	-£119,193

Table 2.4 Outside Master Vendor Contract Spend

Tables below show comparative expenditure outside of the Reed contract between Q2 2019/20 and Q3 2019/20 as well as Q3 2018/19 and Q3 2019/20.

There has been a **decrease of £97k** in spend outside of the Reed contract between Q2 and Q3 2019/20, and an **increase of £22k** compared to the same quarter in 2018/19.

a) Q2 2019/20 and Q3 2019/20

		Spend Q2 2019/20	Spend Q3 2019/20	Increase / Decrease
PEOPLE	Education & Skills	£157,883	£172,903	£15,020
	Housing & Transformation	£81,359	£51,815	-£29,544
	Streetscene & Regulatory Services	£85,631	£16,902	-£68,729
PLACE	Property Management & Development	£9,625	£6481	-£3,144
	Professional Services Contract	£67,350	£56,301	- £11,049
	TOTAL	£401,848	£304,402	-£97,446

b) Q3 2018/19 and Q3 2019/20

	Directorate	Spend Q3 2018/19	Spend Q3 2019/20	Increase / Decrease
PEOPLE	Children Services	£45,654	£0	-£45,654
	Education & Skills	£52,244	£172,903	£120,659
	Housing & Transformation	£79,386	£51,815	-£27,571
PLACE	Streetscene & Regulatory Services	£0	£16,902	£16,902
	Property Management & Development	£15,458	£6481	-£8,977
	Professional Services Contract	£90,059	£56,301	-£33,758
	TOTAL	£282,801	£304,402	£21,601

Directorate Commentary on Agency Worker Spend for Q3 2019/2020

3. People Directorate

3.1 Adult Services – Total Spend £214k (Q2 £233k)

IPS continues to reduce the use of agency staff. As part of establishing a more streamlined recruitment process for Support Assistants, a generic advert with a specifically adapted application form was recently shared on our jobs board and social media and attracted a very high number of applicants, as such, recruitment to council contracts should reduce any agency spend further.

Enablement and Therapy and Older People have now recruited to most vacancies and so spend will cease to reflect that.

Adult Social Care operational agency expenditure has been necessary in order to maintain operational services at optimal levels whilst permanent recruitment is underway. This secures statutory provision across Older People, Adult Disability and Mental Health services. It also reflects the temporary nature of some of the ASC budget.

3.2 Children's Services – Total Spend £556k (Q2 £533k)

Due to recent successful recruitment a number of posts have been recruited to and are awaiting candidates to start, resulting in the need for posts to be covered on a short-term basis. Alongside this agency cover has been needed to cover sickness and ensure caseloads remain manageable across teams. As a consequence, agency spend within children's services has seen a 4% increase since Q2.

Children's Services continues to hold recruitment events, assessment centre days and attend external recruitment events building on previous work undertaken to ensure a multi-channel method of recruitment, brand awareness and reputation building.

Children's Services does not have any spend outside of the Reed contract.

The table below shows the main areas that contribute to the Children's and Adult's spend:

	Q2 £'000	Q3 £'000
Children's Services: Social workers (Inc. Senior Social Workers)	469	431
Children's Services: Senior roles e.g. Social Work Team Managers, IR0's (G9+).	45	92
Adults' Services: Social workers (Inc. AMHP)	186	178
Adults' Services: Support Workers & Drivers	2	4

3.3 Housing & Transformation – Total Spend £170k (Q2 £198k)

The **ICT & Digital** spend of £3k relates to contract resource supporting the roll out of Skype for Business. This was for the final elements of residual activity on the project and no further spend is expected.

The spend of £70k within **Customer Services** relates to the following:

- Following the review of Business Services resource and activity were redistributed to other areas of the business. The project board supported the use of temporary resource during while this change took place. A significant number of vacancies were distributed into the team that remained centralised and temporary support has been a continued requirement while permanent recruitment is completed.
- Agency cover has been provided via Northgate for Housing Benefit Online Forms. There has been a shortage of resource in this area, offers have been made through the recruitment process however individuals have yet to start and there is a 12-week training period before they will be in a position to contribute fully to the effectiveness of the team.
- The PA review is under way with consultation and implementation activity anticipated as concluding by the end of April 2020. Senior Management Board have agreed to the use of temporary resource during this time to reduce the risk of increased job losses.

Procurement £9k

One of the temporary positions provided cover for vacancies whilst recruitment process was carried out. The position came to an end on 31st October 2019 and the position has now been permanently filled. The second post provided cover for maternity leave. This temporary worker left at the end of Q3, and a replacement is now being sought as part of a recruitment process.

Homelessness £87k

Four permanent Housing Officers are currently undergoing training and will be picking up cases during March and the need for agency workers will subsequently cease.

On review of the current demand and supply of administrative services required from the team, a restructure is being considered to enable more effective and efficient ways of working with adequate permanent resource. The need for agency workers has allowed the team to accommodate the administrative requirements, as an interim measure and as such has started to see an increase in case time for Housing Officers, which means we will start to see an upturn in service performance. Two more agency workers are due to start on Monday which means that Housing officers will be taken off parts of the rota.

3.4 Human Resources – Total Spend £2k (Q2 £5k)

The spend within the HR Directorate is in relation to:

- An agency worker engaged within the Recruitment Team, has now cease following the recruitment to an individual on a fixed term contract. The agency worker ceased in October 2019.
- HROD are currently using Reed for 1 day per week to cover a team member who has recently returned from maternity leave and has reduced their working hours from 5 days to 4 days per week on a temporary basis.

3.5 Education & Skills – Total Spend £174k (Q2 £159k)

The Extended Learning Centre has completed its restructure and are currently recruiting to permanent posts, which will reduce agency spend. The additional spike in agency spend this quarter is due to 12 staff resigning from the Pupil Referral Unit, following the planned restructure and the centre requiring improvements.

The national shortage of HCPC registered Educational Psychologists, renders recruitment exceptionally difficult because of market competition. The Council's strategy to secure a hybrid model of permanent staff and associate staff is the only option to secure the required capacity. The Government has increased the number of doctorate places available through Universities, which will assist but this is a four-year course. The self-employed staff are paid at minimum market rate and the full cost is recovered through traded income.

In addition, the Council maintains two units, that deliver an intensive restorative education programme to primary age children experiencing significant social, emotional and behavioural difficulties. Currently two key members of staff are on long-term sickness absence. Specialist supply staff is the only option to secure the provision and ensure the health and safety of pupils and staff. There is a plan in place to resolve this situation through HR processes.

Following the cessation of the current tutor delivering a short course for Adult Education, using an agency worker was required due to short timescales to ensure the delivery of the course continued and our commitment to the learners was met. There will be another course running in February 2020 and Adult Education are intending to use the same tutor through the master vendor agency whilst a recruitment process is carried out to recruit to a casual post. Once recruitment is complete there will be no further need to recruit a tutor through Reed.

4. Place Directorate

4.1 Finance and Corporate Services – Total Spend £42k (Q2 £45k)

Agency staff in **Legal Services** is covering long term sickness, maternity leave and secondments. The permanent member of staff is due to return in April 2020. Costs have decreased since Q1 but there is still a need to cover vacant posts due to some delays in recruitment to permanent posts to support career development opportunities pending qualification.

4.2 Property Services & Development – Total Spend £29k (Q2 £14k)

Commercial Property £8k

The spend relates to providing much needed cover of an Assistant Market Manager following the post becoming vacant. There were two reasons why this post was and currently still is being covered by an agency post. Firstly, due to the nature of the work, this is a difficult to recruit to post. Secondly, for the Market to be able to operate and in a safe manner, it was essential that the post was filled quickly. We have now filled this post on a permanent basis from the beginning of January 2020 therefore this agency spend will cease from that date.

Project Management Q3 £11k

The spend in Property and Development is for a grant funded post acting as the Development Manager for the Two Friargate building. This is a very specialist service and also time limited (i.e. until the building is completed) and it is, therefore, not realistic to permanently recruit to.

Repairs & Maintenance Service £9k

Repairs & Maintenance initially had tried to recruit x2 Electrician's unsuccessfully both through traditional recruitment methods and through the master vendor contract with Reed. The candidate market lacked the calibre skill set required coupled with candidate salary expectations, rendered no suitable candidates. Due to the demand on the service, other avenues were therefore explored and sourced candidates via a traded supplier agency framework. A quick turn around on these recruitments is vital to ensure that operation is not disrupted, and better rates were negotiated to accommodate value for money and reduced costs. Whilst we are continuing to explore recruitment methods to reduce our agency spend. The agency worker through the external agency is now no longer with the council, however we are currently using an agency worker via Reed who will continue to work on a backlog of electrical works.

4.3 Streetscene & Regulatory Services – Total Spend £138k (Q2 £222k)

Waste Services & Fleet £74k

Recruitment into the casual pool was undertaken in October with all eligible agency staff being transferred into the pool and now directly employed by the Council.

The spend in domestic waste relates primarily to drivers & refuse collectors which have been used to cover for additional requirements during the peak summer garden staff sickness and cover for leave and sickness due to insufficient cover in the casual pool and the requirement to utilise agency over the Christmas period.

Spend in fleet is to cover for vacancies which are currently being recruited to. Attracting fitters with the right level of skills to work on a diverse fleet continues to be a challenge and the service continues to offer apprenticeships to grow our own talent base.

To reduce and limit off contract spend, Reed has engaged the off-contract supplier Drive force. Drive Force is now part of the Reed MSP framework and therefore off contract spend should reduce considerably as future spend will be incorporated through the master vendor spend, or as part of the recent recruitment activity highlighted earlier in the report.

Streetpride & Parks £41k

Following a number of operational reviews, the Service held up to 25 full time vacant posts. The main reviews were completed in April 19 and May 19 and since that time, staff have been redeployed to vacant posts and several recruitment drives have been implemented. As a result of these exercises the service was successful in appointing to 22 posts reducing the demand for agency cover. A number of full-time posts however, remained unfilled and covered through agency staff.

Following that recruitment exercise, 2 of the newly appointed full-time staff had since left the service and 10 existing staff were either been dismissed through the promoting health at work process, retired after long periods of ill health or resigned.

A further recruitment drive undertaken in December 19 to recruit to a number of the full-time staff vacancies, did result in 6 offers of employment of which 5 were accepted.

Environmental Services £8k

One agency post is currently being used to cover one vacancy and two phased returns to work, from long term sickness in the Council Control room at Jackson Road. The service is required to have a minimum number of officers on duty to meet accreditation requirements and emergency response duties.

Planning Services £15k

Within Planning Services, until mid-January the Development Management team employed 1 agency officer. The team has experienced various vacancies over the last couple of years and due to the level of workload in the team and difficulty recruiting to the vacancies it has been necessary to employ agency officers. Since Q2 we have been trying to fill maternity leave post without success, in addition we have had a further officer leave. Additional work in the team has resulted in 2 further income generating posts being created.

We recently went out to recruit 2 planning officers and 2 senior planning officers and were only successful in recruiting to 1 planning officer post. The successful candidate will hopefully start with us at the beginning of March. However, one existing officer has advised of his intention to resign as such there will still be 4 vacancies. We intend to commence recruitment again, however in the interim we are seeking agency staff to help fill the gap.

In the Policy team, our Urban Designer left in October, leaving us with no urban design expertise in the team and a huge gap in knowledge. This has been disruptive to service provision particularly at this busy time in the lead up to City of Culture 2021. Whilst we have been successful in recruiting to that post the new employee is not due to start until April. As such we have filled that gap with an agency officer (not Reed), the contract is currently due to terminate at the end of February however this will be extended to ensure continuity of service with a slight overlap into April.

5. Transportation & Highways (Including Professional Services Contract £56k (Q2 £67k)

The revenue spend in Q3 was for Transport & Highways who are currently recruiting using a variety of methods, including the Transport & Highways microsite, recruitment campaigns and traditional recruiting routes, with a view to reducing agency spend where possible.

For posts that prove difficult to recruit to, we continue exploring options such as career grading, career development opportunity and graduate placement. Where possible, we recharge relevant revenue costs to Capital projects and external funding to reduce the impact on core budgets and engage workers under the Master Vendor contract.

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.

The current usage continues to cover extra workload, vacancy, sickness absence and short-term cover whilst 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 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 due to increase in demand of services.

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 particularly as we notice a skills shortage across the wider labour market which in turn creates a highly competitive employee led market place which is candidate driven. This is becoming more notable in areas that require legislative knowledge and experience as well as those of a specialist skill set. Although it should be noted with the further changes to IR35 which will extend to the private sector in April 2020, this may will improve recruitment/ and or candidates available through agencies.

In the case of children's social workers there has been some success with the current campaign which has developed to make extensive use of social media and other recruitment initiative to attract talent. Nevertheless, recruitment of experienced, high quality children's social workers continues to be difficult reflecting the national shortage of experienced social workers.

The new Master Vendor contract started on 25th June 2018 and is now embedded fully across the authority. The new contract is joint with Solihull and again is a hybrid Master Vendor.

The need for managers to ensure that the process of filling vacancies is undertaken at the earliest opportunity has been communicated to senior management teams and this has been reflected in the process to be used for the new contract.

The requirement that all engagement of agency staff be approved by senior management has been communicated to management teams. This requirement has been built into the set-up for the new contract. Combined with a consistent approach in the way data is recorded and collected should allow for governance and monitoring on the use 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 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.
- 7.3 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.

Reed operate a live management accounts system which places the cost of agency workers in the period the work took place rather than the period 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.

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

Spend outside of the Reed contract, relates to the invoices paid during the relevant period. This expenditure relates to both temporary workers supplied by agencies other than Reed and to interim workers who operate under a PSC (Personal Service Company) with whom we contract directly.

9.2 Legal implications

There are no specific legal implications associated with this report.

10. Other implications

10.1 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 Reed and contract directly with workers with the advent of changes to IR35 arrangements. There have been numerous communications across the Council to inform managers of changes and this will continue.

10.3 What is the impact on the organisation?

Through the rigorous monitoring of agency worker usage 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 that 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.

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

Report author(s):

Name and job title:

Sam Griffin – Recruitment Manager

Directorate:

People Directorate

Tel and email contact:

Telephone 024 7683 1728

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	20/02/20	20/02/20
David Ashmore	Director of Housing & Transformation Services	People	6/2/20	12/2/20
Kirston Nelson	Director of Education & Skills	People	6/2/20	12/2/20
John Gregg	Director of Children Services	People	6/2/20	12/2/20
Pete Fahy	Director of Adult Services	People	6/2/20	12/2/20
Andy Williams	Director of Business, Investment & Culture	Place	6/2/20	12/2/20
Barrie Hastie	Director of Finance & Corp Services	Place	6/2/20	12/2/20
Richard Moon	Director of Property Management & Development Services	Place	6/2/20	12/2/20
Colin Knight	Director of Transportation & Highways	Place	6/2/20	12/2/20

Andrew Walster	Director of StreetScene & Regulatory Services	Place	6/2/20	12/2/20
Names of approvers: (officers and members)				
Gail Quinton	Deputy Chief Executive (People)	People	12/2/20	13/2/20
Sue Newing	Director of Human Resources	People	12/2/20	12/2/20
Kathryn Sutherland	Lead Accountant, Finance	Place	12/2/20	17/2/20
Julie Newman	Legal Services Manager, People	Place	12/2/20	12/2/20
Member: Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		20/02/20	20/02/20

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Cabinet Member for Strategic Finance and Resources

5th March 2020

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:

Gender Pay Reporting

Is this a key decision?

No.

Executive Summary:

The purpose of this report is to provide the Cabinet Member with the gender pay reporting detail for the 2019. The reporting of this data is a legal requirement under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Recommendations:

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

The Gender Pay Gap has closed over the last three years when comparing the median hourly rate of pay, it is recognised that this needs to be sustained.

List of Appendices included:

Appendix A - Gender Pay Gap Report
Appendix B - Gender Pay Comparison

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:

Gender Pay Reporting for 2019.

1. Context (or background)

- 1.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the City Council have a requirement to calculate, report and publish gender pay gap data on an annual basis
- 1.2 This is the third year for which employers with more than 250 employees have been required to publish 'gender pay gap' figures. In the public sector these must be reported by 31st March 2020. The required information must relate to a snapshot of data taken at 31st March in the previous year.
- 1.3 The basis for calculating these figures has been closely prescribed in government guidance. The requirement is to publish the prescribed figures on the government's site and on our own website.
- 1.4 Gender pay gap shows the difference in the average pay between men and women across the entire organisation. It is different from an equal pay comparison which looks at the pay between men and women who carry out the same job or work of equal value.
- 1.5 The full report can be found in Appendix A, with comparative data being within Appendix B.

2. Reportable Findings

- 1.6 The City Council results are based on a total number of 3,383 full-pay relevant employees. A full-pay relevant employee is an employee who was paid their usual full pay in March 2019. Anyone who was paid less than usual in March 2019, for example, they received SSP (in full) or SMP (in full), cannot be counted as full-pay employees and are not included in these calculations. 2,218 were female and 1,165 were male.
- 1.7 The headline calculations for the 2019 Gender Pay Gap show:

	Mean (Average)	Median
Female	£14.36	£12.92
Male	£14.60	£12.77
% Pay Gap	1.66%	-1.15%

- 1.8 This means that for every £1 a man earns, a woman earns 98.4p when comparing the mean average hourly rate of pay and for every £1 that a man earns, a woman earns £1.01 when comparing the median average hourly rate of pay. A complete comparison of the last three year's results is shown in Appendix B.
- 1.9 As of today, only 5 other Metropolitan Councils have published their 2019 report. The average mean figure of these councils is 8.84% and the average median is 9.76%. Individual authority figures range from 25.1% (i.e. men are paid 25.1% more than women) to 2.2% (i.e. men are paid 2.2% more than women). There have been no negative figures published so far.

2 Management Comment

- 2.1 Factors which have helped to address the imbalance include;

- In the past year, the City Council have recruited more women than men in every grade of the organisation, including senior management roles.
- Recent amendments to our flexible working policy has encouraged employees to work from home and our agile policy supports employees to balance their family obligations. This helps the City Council in its aim to be an employer of choice as well as a socially responsible.

3 Timetable for implementing this decision

Not applicable

4 Financial implications

None

5 Legal implications

There are no specific legal implications associated with this report.

6 Equalities / EIA

The reportable figures demonstrate that the City Council is reducing the gap between male and female employees.

7 Implications for (or impact on) the environment

None

8 Implications for partner organisations?

None

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

Philip Johnson
HR Advisor, Corporate Support
Employment Policy & Practice

Directorate:

People Directorate

Tel and email contact:

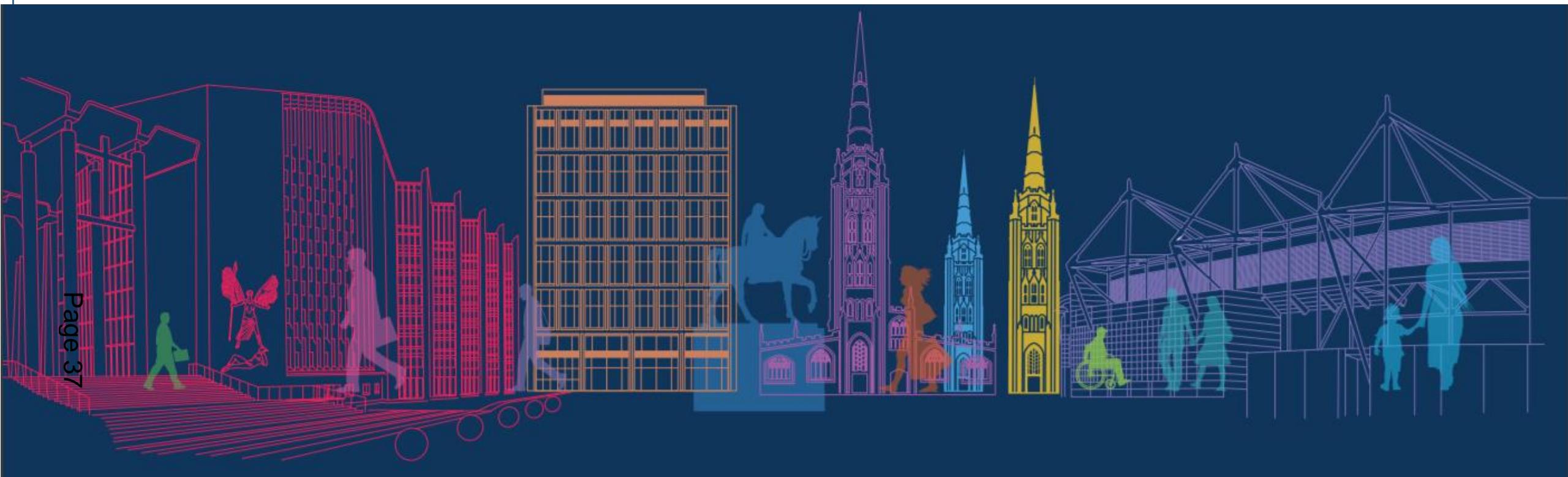
Telephone 024 7697 7136

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	21/02/20	25/02/20
Grace Haynes	Head of OD	People	13/2/20	26/2/20
Names of approvers: (officers and members)				
Gail Quinton	Deputy Chief Executive (People)	People	25/2/20	25/2/20
Sue Newing	Director of Human Resources	People		25/2/20
Ewan Dewar	Finance Manager (People)	People	26/2/20	26/2/20
Julie Newman	Legal Services Manager, People	Place	25/2/20	26/2/20
Member: Councillor J Mutton	Cabinet Member for Strategic Finance and Resources		25/2/20	

Coventry City Council

Gender Pay Gap Report 2019





A Note from Susanna Newing, Director of Human Resources

Coventry City Council is committed to creating a One Coventry approach which is to be a welcoming, inclusive workplace. An organisation with a culture that respects and values each other's differences, promotes dignity, equality, diversity and inclusion whilst encouraging individuals to develop and maximise their true potential. Being a diverse and inclusive employer is one of our top priorities.

We want our employees to feel that they can be themselves at work, valued for the distinct perspectives that they bring, and are able to go as far as their talents will take them – irrespective of their sex, gender identity, race, sexual orientation, disability, religion, belief or age.

Feeling included is good for us as individuals, it is good for teams and good for the people and the communities we serve across Coventry. It is for this reason that we welcome the fact that over the last three years we have steadily made progress to close our Gender Pay Gap.

It began in 2017 when we reported that women were earning 90p for each £1 that a man earned. Now, we can report that in 2019 women earned £1.01 for every male pound earned when comparing median hourly rates of pay.

The introduction of specific initiatives has helped accomplish our goal of reducing our gender pay gap; such as the leadership training scheme which was taken up by over 400 of our senior staff, managers and aspiring managers, 67% of which were women.

Other factors that have also helped to address the imbalance include;

- in the past year, we have recruited more women than men in every grade of the organisation, including senior management roles
- a recent amendment to our flexible working policy has encouraged employees to work from home and our agile policy supports employees to balance their family obligations.

We want to continue to develop a positive work culture in which all employees feel included and valued. To this end, we have recently launched our One Coventry People Plan which includes our commitment to equality underpinning all we do.

We are proud of the progress we have made so far and are committed to ensuring our gender pay gap remains a high priority.

Understanding the Gender Pay Gap

What is Gender Pay?

A gender pay gap shows the difference in the average pay between men and women across the entire organisation.

It is different from an equal pay comparison which looks at the pay between men and women who carry out the same job or work of equal value.

What causes a Gender Pay Gap?

There can be many reasons for a gender pay gap, however, it can be affected by the make-up of the workforce and a gender pay gap can be created, for example, when more men than women are employed in senior roles.

The difference between mean and median

Our calculations are based on 3,384 employees (the total number of full-pay relevant employees) in line with reporting regulations.

Mean

This is calculated by adding together the hourly rate for all employees and dividing by the total number of employees. This is calculated separately for men and women employees.



Median

This is calculated by arranging the hourly rate for all employees from highest to lowest and is calculated separately for men and women employees. The median is the hourly rate that is in the middle.



Our 2019 Results

Page
Pay

Our results show that women earn £1.01 for every £1 that men earn when comparing median hourly wages

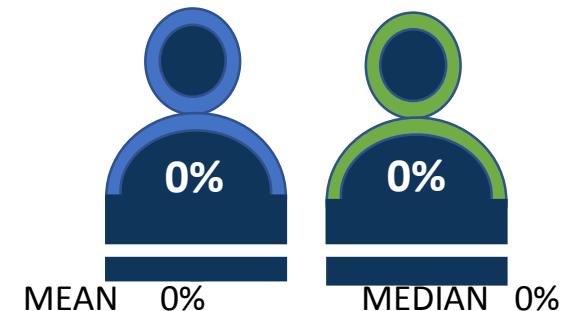
2019

MEDIAN **-1.15%**
MEAN **1.66%**

2018

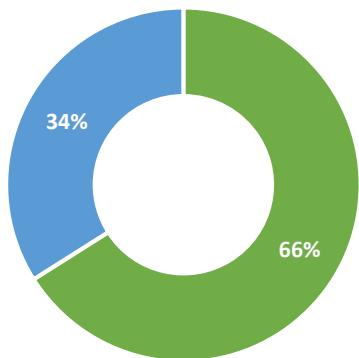
3.16%
2.46%

We do not operate any bonus schemes and therefore have a 0% difference between **men** and **women**

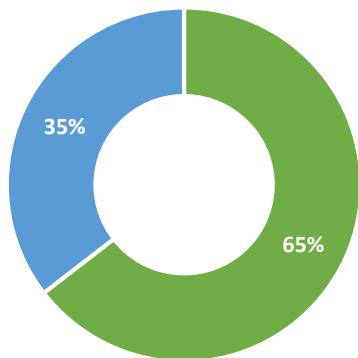


Pay Quartiles

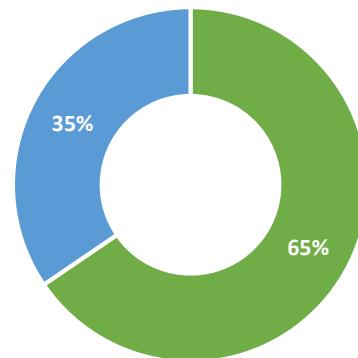
The proportion of **male** to **female** colleagues in each quartile pay band



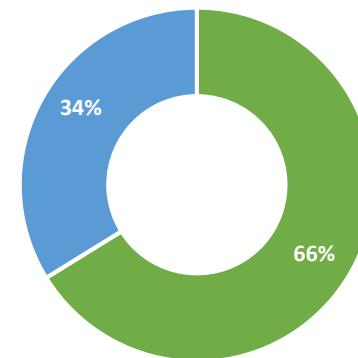
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

2017		2018			2019		
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)		
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	2.8%	Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	2.46772%	Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	1.66382%		
Median hourly rate (as above calc but for median hourly rates)	0.9%	Median hourly rate (as above calc but for median hourly rates)	3.16459%	Median hourly rate (as above calc but for median hourly rates)	-1.15328%		
Pay Quartile Information							
Pay quartiles	Women	Men	Total	Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66.3%	33.7%	100%	Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66.2%	33.8%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	68.9%	31.1%	100%	Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	65.2%	34.8%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	65.6%	34.4%	100%	Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	66.9%	33.1%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	70.1%	29.9%	100%	Proportion of women and men in the lower quartile (paid below the 25th percentile point)	68.7%	31.3%	100%
Proportion of women and men of the CCC population contained with the GPG analysis	67.7%	32.3%	100%	Proportion of women and men of the CCC population contained with the GPG analysis	66.7%	33.3%	100%
Bonus pay	Bonus Gender Pay Gap - the difference between women's bonus and men's bonus as a % of men's bonus			Bonus pay	Bonus Gender Pay Gap - the difference between women's bonus and men's bonus as a % of men's bonus		
Mean bonus	0.0%			Mean bonus	0.0%		
Median bonus	0.0%			Median bonus	0.0%		
Bonuses paid		Bonuses paid			Bonuses paid		
Women paid bonus as % of all women	0%			Women paid bonus as % of all women	0%		
Men paid bonus as % of all men	0%			Men paid bonus as % of all men	0%		

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Cabinet Member for Strategic Finance and Resources

5 March, 2020

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

Director Approving Submission of the report:

Director of Finance and Corporate Services

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

Name and job title: Governance Services Officer

Directorate: Place

Tel and email contact: 024 76972299

Suzanne.bennett@coventry.gov.uk

Enquiries should be directed to the above person.

This report is published on the council's website:

www.coventry.gov.uk/meetings

	Subject	Date for Further Consideration	Responsible Officer	Proposed Amendment to Date for Consideration	Reason for Request to Delay Submission of Report
1	<p>Apprenticeship Levy</p> <p>The Cabinet Member requested that officers investigate was of working with the larger employers in the City with a view to maximising the use of the Apprenticeship Levy fund across the City (Minute 11/19 refers)</p>	September, 2020	<p>Deputy Chief Executive (People)</p> <p>Grace Haynes Rajvinder Grewal</p>		

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