



Scrutiny Co-ordination Committee

Time and Date

10.00 am on Wednesday, 23rd January, 2013

Place

Committee Rooms 2 and 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 12th December 2012 (Pages 5 - 10)

(b) Matters Arising

4. **Advice Services Review** (Pages 11 - 28)

Briefing Note of the Scrutiny Co-ordinator and Consultation Document

(Note: The Deputy Chairs of all Scrutiny Boards have been invited to attend the meeting for consideration of this item.)

5. **Update on Progress on the Recommendations from the Services to Schools Task and Finish Group** (Pages 29 - 38)

Briefing Note of the Services to Schools Task and Finish Group

(Note: Cabinet Member (Education) has been invited to attend the meeting for consideration of this item.)

6. **Member Training and Development Programme 2013/14 and 2012/13 Update** (Pages 39 - 62)

Report of the Assistant Director – Democratic Services

7. **Census 2011 - Identifying Ward Level Census Data** (Pages 63 - 70)

To identify Members of the Committee wishing to participate in meeting with Corporate Research Officers to select the most useful information for Elected Members, including ward level information from the Household Survey, from the Census data released on 22nd January 2013.

Briefing Note of the Scrutiny Co-ordinator

8. **Establishment of an Olympic Legacy Panel** (Pages 71 - 84)
Briefing Note of the Scrutiny Co-ordinator
9. **6 Month (April - September 2012) Cumulative Sickness Absence 2012/2013**
(Pages 85 - 104)
Report of the Director of Customer and Workforce Services
10. **Report Back on Conference - Local Government Association Annual Safer Communities Conference: Partnership Working in a new World** (Pages 105 - 106)
Report of the Cabinet Member (Health and Community Services)
11. **Scrutiny Co-ordination Committee Work Programme 2012/2013** (Pages 107 - 114)
Report of the Scrutiny Co-ordinator
12. **Outstanding Issues**
Outstanding Issues are included in the Work Programme.
13. **Any Other Items of Public Business**
Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

Private Business

Nil

Bev Messinger, Director of Customer and Workforce Services, Council House Coventry

Tuesday, 15 January 2013

- Notes: 1) The person to contact about the agenda and documents for this meeting is Michelle Salmon, Democratic Services, Council House, Coventry, telephone 7683 3065, alternatively E-mail: michelle.salmon@coventry.gov.uk
- 2) Council Members who are not able to attend the meeting should notify Michelle Salmon no later than 9.00 a.m. 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 Committee, 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 F Abbott, L Bigham (Chair), J Blundell, C Fletcher, K Foster, D Howells, R Lakha, M Mutton, T Skipper (Deputy Chair) and D Welsh

By Invitation: Councillors Clifford, Gannon, Hetherton, Innes, Kershaw, Sandy, Sweet

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

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

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SCRUTINY CO-ORDINATION COMMITTEE

12th December, 2012

Scrutiny Co-ordination

Committee Members Present: Councillor Mrs Abbott
Councillor Mrs Bigham (Chair)
Councillor Mrs Fletcher
Councillor Howells
Councillor Lakha
Councillor M. Mutton
Councillor Skinner (Substitute for Councillor Foster)
Councillor Welsh

Cabinet Member Present: Councillor Duggins

Employees Present: C. Dear (Chief Executive's Directorate)
J. Evans (Finance and Legal Services Directorate)
M. Hanton (Chief Executive's Directorate)
G. Holmes (Chief Executive's Directorate)
P. Jennings (Finance and Legal Services Directorate)
J. McLellan (Customer and Workforce Services Directorate)
C. Pearson (Chief Executive's Directorate)
T. Savill (Finance and Legal Services Directorate)
J. Venn (Chief Executive's Directorate)
A. West (Chief Executive's Directorate)

Apologies: Councillor Blundell
Councillor Foster
Councillor Skipper (absent on other Scrutiny Business)

Public Business

54. Declarations of Interest

There were no declarations of interest made.

55. Minutes

- (a) The Minutes of the meeting held on 7th November, 2012 were signed as a true record, subject to the addition of Councillor Abbott to the list of Members appointed to the Task and Finish Group to progress the work on outside bodies, as detailed in Minute 50.
- (b) Further to Minute 48, headed "Section 106 Agreements and Community Infrastructure Levy", it was confirmed that information regarding the Section 106 Agreement funding process had been circulated to Elected Members.

56. **Medium Term Financial Strategy 2013-16**

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered a report of the Director of Finance and Legal Services on the Medium Term Financial Strategy (MTFS), which had previously been considered by Cabinet, and would also be submitted to Council on the 15th January, 2013.

The context in which the City Council developed its MTFS continued to be one of unprecedented pressures. The recent recession and the sovereign debt crises that developed out of the 2008 banking crisis meant that economic growth was forecast to be subdued for the foreseeable future. Significant reductions in spending levels would be required up to 2020. In practice, the process of reducing spend had only just started. Although the 2010 government spending review covered the period to 2014/15, the spending totals for 2013/14 onwards would almost certainly be revised downwards.

In addition, the last year had seen a review of the entire Local Government Finance system, with the localisation of 50% of business rates being the headline change. This created significant uncertainty, both in forecasting the level of resources that would be available, but also at a policy level.

The Committee questioned the Cabinet Member and officers on aspects of the report and particularly in relation to:

- The setting of Business Rates
- Economic Growth
- Financial position for each Directorate
- Generation of Capital Receipts
- Safeguarding – Identification of risks

RESOLVED that the report be noted and that Cabinet be informed that the Committee do not have any comments to make.

57. **Transformation Programme – Partnership Progress Report**

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered a report of the Chief Executive which set out what had been achieved in the first half of this year, what was planned as the Council moved into the next phase of the Transformation Programme, and how the Programme was contributing to the significant challenges facing the City Council.

The Committee questioned the Cabinet Members and Officers on aspects of the report and particularly in relation to:

- Monitor and review after Financial Service Reviews
- Engagement of Staff in the process
- Member engagement
- Arrangements for the transfer of Public Health
- Long term impact on the City Council

- Opportunity to do things differently
- Communication of change
- City Deal
- Partnership working with Warwickshire

RESOLVED that the progress made in delivering specific reviews in the Transformation Programme be noted.

58. Transformation Programme – Scrutiny Engagement

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered a Briefing Note of the Assistant Director (Scrutiny) which summarised recent and planned Scrutiny engagement with the programme of Fundamental Service Reviews that make up the Council's transformation programme and accompanied the Transformation Programme Progress Report which was also considered at the meeting (Minute 58 above refers).

RESOLVED that the report be noted and that the Review of Neighbourhood Services be included in the Work Programme for the Streets and Neighbourhoods Scrutiny Board (4).

59. Council Plan Performance Report – Progress Half-Year 2012/2013

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered and noted a report by the Chief Executive which had previously been considered by the Cabinet, on the progress that had been made during the first half year of 2012/13, using the latest available performance information for a key set of headline indicators.

The Committee also received a detailed presentation by officers on the half year overall summary.

60. Performance of the Benefits Service for the period April 2012 – September 2012

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered a report of the Director of Finance and Legal Services on the performance and developments within the benefits service during the period April to September 2012. The benefits service in Coventry administrators more than £150 million of housing and council tax benefit to more than 41,000 households. During the period April 2012 to September 2012 the service processed the average new claim for benefit in 26.3 days and processed the average notification of a change in circumstance in 23.4 days.

The Committee noted that the Community Support Grants Policy would be considered by the Health, Social Care and Welfare Reform Scrutiny Board (5).

RESOLVED that the report be noted and that the Cabinet Member be informed that the Committee did not have any further comments to make.

61. Performance within the Revenues Service for the period April 2012 – September 2012

The Cabinet Member (Strategic Finance and Resources), Councillor Duggins, introduced the item at the meeting.

The Committee considered a report of the Director of Finance and Legal Services which provided an update on performance and developments within the revenue service during the period 1st April, 2012, to 30th September, 2012.

The revenue service was responsible for the collection of more than £117 million of non-domestic rates from 8,000 properties and more than £90 million of corporate income.

RESOLVED that the report be noted and that the Cabinet Member be informed that the Committee did not have any further comments to make.

62. Report Back on Civic Visit to Jinan and Beijing, China

The Committee noted a report by the Lord Mayor, Councillor Sawdon, on his civic visit to Jinan and Beijing, and the positive outcomes it achieved.

The Committee also noted that there were tangible benefits that could flow from this trip and in particular the Lord Mayor's Office in conjunction with Council officers and the China Liaison Office of Coventry Chamber of Commerce and UKTI, would be:-

- (i) investigating and publicising the opportunities for Coventry students to attend Jinan University through the exchange programme
- (ii) meeting with Severn Trent Water plc (STW) to make them aware of potential business opportunities that may be available to them in Jinan through water recycling technology and, if appropriate, arrange to introduce STW to Jinan CPC officials through a trade mission.
- (iii) Contacting the RSC Swan Orchestra to assess the feasibility of including Jinan in their 2014 Chinese tour.

63. Scrutiny Co-ordination Committee Work Programme 2012/2013

The Committee noted the Work Programme for the Municipal Year 2012/13.

64. Outstanding Issues

Outstanding issues were included in the Work Programme.

65. Meeting Evaluation

The Committee evaluated the meeting and concluded that it went well. They would have preferred shorter presentations with the slides being circulated prior to the meeting to enable questions to be prepared in advance. However, although the agenda was full they appreciated that there was a timeline for the reports to be considered.

Members requested that their complaint regarding the low temperature in the room be referred to Facilities Management.

66. Any Other Items of Public Business.

The Committee noted the following items of other public business which would be the subject of future reports:-

- (i) Houses in Multiple Occupation
- (ii) Olympic Legacy
- (iii) Outside Bodies
- (iv) Audit Committee

Private Business

Nil

(Meeting closed at: 12.30 p.m.)

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Coventry City Council

Briefing note

To: Scrutiny Co-ordination Committee

Date: 23rd January 2013

Subject: Advice Services Review

1 Purpose of the Note

- 1.1 On 17th November 2011 there was an abc briefing for all Members, providing information on the scope and scale of the Advice Service Review. The proposed outcomes of the review are currently out for consultation. The full document can be found at Appendix 1

2 Recommendations

- 2.1 Scrutiny Co-ordination Committee is recommended to:
- 1) Consider the content of the consultation document attached
 - 2) Provide comments on the new proposals contained within the consultation

3 Information/Background

- 3.1 During 2011/12 a fundamental service review commenced, looking at Advice Services in Coventry. Advice Services for the purposes of this review have been defined as:

'information, advice and where necessary, representation on matters relating to social welfare law covering areas such as welfare benefits, debt, money matters and housing, community care, immigration and asylum, and employment'.

- 3.2 The review has found that there is not an equitable distribution of access to advice services across the city, particularly in areas of most need. The council's priority is to provide services to those who are most in need. Future provision will aim to reduce inequalities in target areas of multiple deprivation (also known as priority neighbourhoods). Currently there is not equal access in priority neighbourhoods as only a few have locally provided services. The review will aim to ensure that people can access services in ways that best suit their needs.
- 3.3 As well as providing grants to the voluntary sector to deliver advice, Coventry City Council also have some internal services that provide advice to the City's residents. Although these services are outside the scope of this consultation, these internal services will be reviewed in the near future. This work will focus on seeing how these services can complement the new delivery framework for advice provision by external providers.

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Coventry City Council's Consultation Document

Consultation period: January 15th 2013 – 21st March 2013

Advice Services Review 2013

This review has considered (in relation to Council funded externally provided advice provision)

- **What is currently available**
- **Why we need to change**
- **Future proposal for a new delivery framework**

This is your opportunity to influence the delivery of Council funded advice across the City.

Deadline for responses is 4pm on Thursday 21st March 2013

Please can you forward your responses to :

June Morley (Tel 02476 786173)
Advice Services Review Project Manager
Neighbourhood Action Office (Floor 1)
Moat House Leisure and Neighbourhood Centre
Winston Avenue
Coventry
CV2 1EA

Please state clearly whether you are responding as an individual or as a representative of an organisation (and if an organisation, which one)

Or by email (preferred) to june.morley@coventry.gov.uk

How can I influence the Advice Services Review?

This consultation provides opportunity for you and/or your organisation to:

- Tell us what type of advice provision is important to you
- Tell us how you prefer to access advice
- Tell us where you would prefer advice sessions to be delivered from

Please note: The term “Advice” for the purpose of the review is defined as:

‘information, advice and where necessary, representation on matters relating to social welfare law covering areas such as welfare benefits, debt, money matters and housing, community care, immigration and asylum, and employment’

1. Please give us your comments on the new proposals (4 strands noted on pages 8-10).
 - a. Do you feel that these 4 strands address advice needs for Coventry residents based on your knowledge?
 - b. Are all 4 strands required?
 - c. Is there anything fundamental missing from the 4 strands
 - d. What do you feel will work well.
 - e. What do you feel needs further consideration (and why)
2. Are there any specific concerns you have about the new proposals that we need to be aware of?
3. Is there anything being suggested that you feel could be delivered in a better way than that being proposed? If so, please provide details
4. Let us know if you envisage any equality issues if the proposed new delivery framework is implemented (these will be used to influence the equality analysis once the detailed design is worked up)
5. Are there any groups that you feel may need additional information to respond to the consultation?
6. Are there any venues in your neighbourhood that you feel should be considered for delivery of advice? [Please note, these must be fully accessible for persons with disabilities, and have confidential interview facilities.]
7. Do you think that this proposal leaves any gaps in provision? Anything missing?
8. If you were to need advice, what would your preferred first access point be?
 - a. Direction to websites with information (you may not need an adviser)
 - b. Leaflets with information
 - c. Telephone contact
 - d. Email
 - e. Face to face appointment
 - f. Face to face drop-in
 - g. Other – Please specify

Introduction

During 2011/12 a fundamental service review commenced, looking at Advice Services in Coventry. Advice Services for the purposes of this review have been defined as:

'information, advice and where necessary, representation on matters relating to social welfare law covering areas such as welfare benefits, debt, money matters and housing, community care, immigration and asylum, and employment'.

Advice services are reporting difficulties in meeting demand for their services, and have raised concerns at how long customers have to wait for an appointment to see one of their advisors. This is before the introduction of some of the more significant welfare reforms such as Universal Credit has been introduced.

The city council's advice review does not currently have a savings target attached, but needs to address the issue of increasing capacity to deliver more service, in particular around welfare benefits and debt, against the backdrop of less external funding and the unprecedented welfare reforms. The review has found that there is not an equitable distribution of access to advice services across the city, particularly in areas of most need. The council's priority is to provide services to those who are most in need. Independent research demonstrates that need correlates with the indices of multiple deprivation. Future provision will aim to reduce inequalities in target areas of multiple deprivation (also known as priority neighbourhoods). Currently there is not equal access in priority neighbourhoods as only a few have locally provided services. The review will aim to ensure that people can access services in ways that best suit their needs.

As well as providing grants to the voluntary sector to deliver advice, Coventry City Council also have some internal services that provide advice to the City's residents. Although these services are outside the scope of this consultation, these internal services will be reviewed in the near future. This work will focus on seeing how these services can complement the new delivery framework for advice provision by external providers.

Current Context

This review has taken place at a time when the impact of the government's welfare reforms are already affecting many people in the city and this trend is likely to continue for some time to come. These changes are creating an ever growing need for advice services, particularly around welfare benefits and debt. The Council is therefore having to make some difficult decisions around priorities to ensure that it can maximise the provision of advice to those people most in need from its current resources. The review has sought to produce a future model for advice funded by the City Council which is better able to meet this increasing demand and which can be more flexible to adapt front line delivery to a continuously changing environment.

These major, and far reaching, welfare reforms will substantially increase demand for advice services, and are occurring alongside current national cuts to legal aid funding which reduces capacity to meet demand. In Coventry it is anticipated that over £2 million of external funding, including legal aid, will be lost from the not-for-profit advice sector before April 2013, with more reductions in available grants anticipated as funding streams become more sought after.

Background

Coventry has a mix of delivery access points for advice services that have grown organically in response to need. Some advice is provided directly by the council but the majority of the service is provided by voluntary sector organisations. The current voluntary sector provision funded by the city council is based on historic arrangements with key providers. The way in

which the Council funds advice provision has not been reviewed for a long time. Funding has been redistributed year on year without any formal assessment as to whether there is a more effective or efficient means of doing so. This has made it difficult for newer services to secure council funding and has left concerns that there are both overlaps and gaps in the current provision.

The review has found that the current advice provision is mixed in terms of numbers of people supported and the quality of the services offered; there is a fragmented approach to quality assurance, and a variety of methods for collection of data and case recording. This has made it difficult to test value for money or consistency of services. Most provision is face to face and although there is high demand to access services in this way, it is mainly only available during office hours with little or no service available evenings or Saturdays. A sample survey found that there are customers for whom telephone or online service would be a preferred option or more appropriate for their needs – but that these alternatives are lacking in the City at present. The review has a goal to “future-proof” provision, ensuring that there is a range of access points and types of provision available across the city, including, but not restricted to, face to face.

Concerns have been raised during the review that there is a lack of clear customer pathways into advice services. Not everyone knows where to go to get the advice they need. There is no clear marketing method. There is also a perception that some advice centres 'hold on to' clients rather than refer them to more specialist services at an early stage, potentially leading to more difficulties later. Future service provision will need clearer sign posting to appropriate support and clarity around which service is available when and where. There needs to be a more collaborative approach between services both within the advice field and among those likely to refer customers.

Overview of existing council funded advice service provision

The majority of Council funded advice is provided by the Voluntary sector in the City. Voluntary sector provision brings with it a valued independence that many clients feel is important, particularly if they have a need to make a claim from (or appeal a decision against) a statutory body. Voluntary sector provision brings with it a range of added values that comes with services that operate within this sector, which enhance outcomes for local people. The Council intend to continue to provide funding, through this review, to the voluntary sector to deliver services.

Neighbourhood Advice Services

Currently, council funded advice provision is available from premises based in 3 neighbourhood locations, situated within priority neighbourhoods (most deprived per Indices of Multiple Deprivation). The Council spends 28% of the externally provided advice budget on neighbourhood advice services.

Neighbourhood	Advice provider	Location	% allocation of neighbourhood advice budget
Wood End	Wood End Advice and Information Centre	Moat House Leisure and Neighbourhood Centre	37.5%
Willenhall	Willenhall Advice Centre	Willenhall shopping precinct	35.5%
Foleshill	Midland Heart	396 Foleshill Road	27%

Service provision is currently via a “drop in” or reception (shop front style) system. Appointments are generally accessible only after attending the agencies reception or drop in. Drop-in sessions have a dual role; issues are resolved on the day or they act as a triage system into an appointment). See Appendix 1a for more detail.

Centrally located Advice Services

Also within scope of the review are 3 centrally located, nationally recognised, advice providers that are funded by the City Council. The Council spends 72% of the externally provided advice budget on centrally located services. The service providers are:

Advice provider	Location (All City Centre)	% allocation of centrally located advice budget
Citizens Advice Bureau	Kirby House, Little Park Street.	34%
Age UK Coventry	Warwick Row	7%
Coventry Law Centre	Oakwood House	59%

Recognised issues affecting current provision that the review aims to remedy

Health and Safety, Duplication, Confidentiality and Dignity

During the review, all funded organisations were visited by members of a project team. During these visits, the buildings being used to deliver advice from were considered as to their suitability for both staff and customers alike.

Key issues noted at some premises included:

- Some staff working in offices with limited natural light
- Lone Working
- Staff working in isolation in “their own” offices (opportunities for learning and sharing limited)
- Confidentiality – others can overhear conversations at reception
- Queuing for services can affect the dignity of the person needing advice and can be a daunting process
- Limited access (or no obvious access) to water / toilet facilities for customers
- Overheads and costs (e.g. for professional memberships / licenses / photocopier & IT contracts / rent etc.) duplicated across all centres
- Volunteer co-ordination duplicated at several agencies (but no cross agency sharing of volunteers)
- Management and supervision duplicated

Accessibility issues

An Equality Impact Assessment of the current provision was undertaken as part of the review. A further assessment will be carried out once a new delivery framework has been agreed. In all neighbourhoods, there is evidence that access to an appointment can be challenging currently for:

- Anyone who has not reached crisis point (most agencies have a policy of emergency cases being seen immediately).
- Those seeking early prevention to avoid crisis
- Premises used are not all fully compliant with the requirements of the Disability Discrimination Act
- People who cannot attend a drop in session or visit a centre on the day that appointments are released (for the following week)
- People who live further away from advice providers – e.g. in the West of the City (or who are outside of the areas that the agencies will service)
- People with caring responsibilities who cannot queue
- People with disabilities
- Those who are in work

- Those who need a home visit

These issues were all highlighted and acknowledged by various agencies, and were evident during visits to agencies.

This consultation will gather additional evidence relating to accessibility issues that will be used to inform the Equality Impact Assessment that will be undertaken once the consultation closes.

Financial Challenges

At the present time, there is a significant amount of grant funding, paid by the City Council to current advice providers that is utilised on overheads that relate to premises (rent, service charges, utilities etc. Additionally, each advice provider utilises grant funds on duplicative costs – i.e. management structures, insurances, equipment, etc.

Although there is no intention to reduce Council funding for advice at the present time, it should be recognised that we are in a period of unprecedented austerity. The Council, in the future, may have no option but to reduce funding for advice provision. In the present situation, providers would not be able to reduce their overheads (i.e. rent etc must be paid and utilities are likely to increase) so the only way that they could operate with reduced funding may be to reduce the number of staff that they pay. This will have a negative impact on advice provision at a time when, arguably, advice provision is most needed, and may result in some provision being unsustainable without change.

Service Need

It is always difficult to identify definite levels of need but it can be estimated by using what data is available. What we do know is that demand is already increasing due to the government's welfare reforms. We also know (using the approach taken by the Legal Service Research Centre, whose independent research correlates with data from the Index of Multiple Deprivation (IMD)), that the most disadvantaged neighbourhoods are the same as those which most often need legal advice.

The city council has previously defined a number of neighbourhoods as priority neighbourhoods when considering the target areas for its Neighbourhood Action service. These neighbourhoods are comprised of those Lower Super Output Areas (LSOA's) that are among the 5% most deprived in the country based on the IMD. The list below shows Coventry's priority neighbourhoods, each one consists of two or more LSOAs and has been given a name which is recognisable to services working in the area:

Bell Green	Stoke Aldermoor
Foleshill	Tile Hill
Henley Green	Willenhall
Hillfields	Wood End
Spon End	Ernesford Grange (The Four Closes)
Canley	

Some of these neighbourhoods are within easy reach of a current advice service, but not all are. The west of the city in particular has no neighbourhood provision. Most provision is currently face to face with some exceptions such as the benefit advice line (which is a city-wide telephone service). More could be done to help people with access to phones and computers where they wish to deal with things for themselves but don't have access to technology. Research by Advice Services Coventry has shown that most people accessing neighbourhood services live within a half mile radius of the service.

Future Advice Services

Our aim for advice services is set out below; this supports a key Council objective to "protect our most vulnerable residents"

Coventry City Council wants to ensure the people of Coventry, particularly those who are most vulnerable, have access to the best possible advice services to ensure they can secure their rights and entitlements under social welfare law. In doing this Coventry City Council enables people to:

- a) *Maintain their independence,*
- b) *Avoid the need to access more costly interventions and services, and*
- c) *Reduce the impact of social exclusion and disadvantage on their lives.*

Coventry City Council wants to commission advice services that are accessible, with expert, knowledgeable staff that will provide consistent good quality services. All advice funded by Coventry City Council will be quality assured so that people can have full confidence in the advice they are receiving whether it is face-to-face, by phone or on-line.

Coventry City Council has collated evidence that shows that the main areas of concern that customers seek help with are welfare benefits and debt. Owing to welfare reform and current austerity, these are the areas where demand will be growing for some time to come. Based on this, the City Council believe that all future *neighbourhood* based provision should focus on *welfare benefits and debt*, to maximise service availability in areas that people have most need.

The review aims to ensure that neighbourhood advice services are delivered in all priority neighbourhoods across the city. This will require a peripatetic / outreach approach to delivery via a variety of community venues rather than provision confined to a limited number of neighbourhood offices. This type of delivery would be flexible enough to meet demand in a variety of venues without incurring overheads that are attached to managing buildings. This will also ensure that demand in the west of the city is better met.

Coventry City Council wants to ensure that customers have a choice of how to access advice services whether that is:

- by phone
- online
- face-to-face (including both drop-in sessions and by appointment)
- with access to information, and hardware (phones and computers) to self-help

Future advice services should also promote empowerment and give people the tools and information to help themselves where this is their preferred option.

We recognise that transition points in people's lives often create the greatest need for advice services and therefore will ensure advice services are accessible where people most need them. A transition point in someone's life could be, for example, the birth of a baby, a marriage or separation or the diagnosis of an illness – having access to advice at a hospital or registrar office would support timely access to advice and prevent some issues from escalating to crisis point.

We will work in ways that prevent the need for more costly interventions by providing information and education on social welfare matters, and by undertaking social policy activity (ensuring awareness is raised of issues caused by national and regional social policy changes

and amendments) and providing feedback to statutory bodies to reduce *preventable demand for advice services (*demand caused, for example, through social policy decisions or through errors in decision making).

Future service providers will need to collaborate with each other to ensure there are clear referral pathways between them, and to ensure that customers are receiving the best advice and the right time for their needs. Service providers will also need to develop networks with other services both in neighbourhoods and city wide to ensure customers have access to a wider range of services to meet needs that fall outside the scope of advice services, e.g. befriending and self-help organisations.

The approach that has been taken so far: Workshop Collaboration

Several workshops have been hosted by the City Council with current advice providers and also with their trustee and management boards to ascertain current customer need based on the experience and knowledge of the advice agency staff. Sessions were also held that included key stakeholders (i.e. agencies that are likely to refer into advice services for specific client groups).

These workshops, and visits to neighbouring authorities also identified a need to ensure that added value (and additional resource, knowledge and skills) that some of the nationally branded agencies bring to an area is not lost.

Several key issues were noted as needing addressing throughout these workshops, including:

- A need to find a way to improve access to preventative information and advice (available in more locations and also digitally) to prepare people for change and to enable those who can to manage issues before they become more serious problems
- A need to ensure that those who do need help can access expert advice as soon as possible as this is often less costly and less traumatic for customers than reactive work needed when customers reach crisis
- Need to improve accessibility, particularly in the areas of deprivation that do not receive a local service
- Need to improve/share marketing and communications
- Need to co-ordinate training and management of volunteers
- Need to ensure stakeholders and customers know of service provision, type and location (and how to refer)
- Need to reduce duplication of service (e.g. if a stakeholder has ascertained a need for advice for one of their service users, it should be possible for them to make an appointment directly and not duplicate process by making customer attend a drop-in first)
- Recognition that the Welfare Reforms will increase demand for welfare benefit and debt advice
- Need to maximise use of resources and reduce duplication of service / spend wherever possible
- Need to move resource out of buildings /overheads and into front line delivery

Equalities

An equality impact assessment has been carried out based on current service provision. This highlighted many of the accessibility issues noted on page 4. The assessment will be used to ensure that future agreed methods of delivery address the current known equality issues that this assessment highlighted. You can view the impact assessment at [\[insert link to EIA\]](#) or by contacting June Morley (contact details are on page 1).

Once this consultation has ended, and a detailed design for a refreshed advice delivery framework is available, a full equality analysis will be undertaken. The aim is to ensure that any equality gaps from the first assessment are either fully negated or significantly reduced with on-going mitigating activity.

What is being proposed – The refreshed advice delivery framework

During 2012, the Council hosted a series of workshops [with current advice providers and stakeholders] that culminated in the development of a basic blueprint for a new advice delivery framework. This new framework maximises front line delivery (the number of available advisers) by re-routing funds from out of buildings and overheads and into provision of advisers.

The framework also looks at supporting people to “self-help” through better use of IT systems and accessible hardware (i.e. phones and computers). There is consideration as to how Council IT equipment in neighbourhoods [e.g. in libraries and community venues] can be accessed by advice delivery officers to enhance service availability. This is essential as the majority of future claims for benefits will be internet or phone based.

The blueprint framework that the workshop attendees developed was a basic [single] hub and spoke model with increased levels of outreach and more access to phones and IT equipment to enhance access to information. The model detailed the need for more preventative work and to ensure that service provision is designed to provide the earliest intervention. Additionally, the workshops clearly demonstrated that many back office functions such as marketing, volunteer coordination and training could, perhaps, be more efficiently carried out by a single agency, with services shared through the city.

A new delivery framework needs to be in place from April 2014, with the period April 2013-March 2014 being a transitional year, enabling a smooth transition to a new framework with minimal disruption to customers. From the work that has taken place to date, and based on the evidence collated, it is looking like there are 4 basic strands of advice provision required:

1. Neighbourhood based service concentrating on welfare benefits and debt
2. Prevention, Volunteering, Marketing
3. Specialist legal advice
4. Older People

(see table on page 11)

Neighbourhood Service Provision Grant – concentrating on welfare benefit and debt advice

Appendix 1b, on page 14 illustrates the additional service that a single grant funded hub and spoke model could *potentially* offer to residents in the city’s most deprived neighbourhoods [*this is an illustrative model and not intended to indicate that decisions on areas have been agreed*]. This new model would involve moving City Council grant funding away from the currently funded neighbourhood advice centres (where there is duplication of management and building overheads) into increasing front line advice delivery. The Council wants to increase the number of advisers on the ground, in more neighbourhoods than the existing services currently cover, and by doing this making sure that as many people as possible across the City have access to an adviser.

To achieve this strand effectively, there would need to be a single managing organisation who have appropriate skills and abilities to ensure that provision is of a high quality and is performance managed to demonstrate positive outcomes for local people.

Having a single organisation deliver the neighbourhood services with a single set of main over-heads, would enable more resource to be allocated to additional frontline services across the city (illustrated at appendix 1b). More people would be able to receive advice. There would be a fair and transparent grant application process that the Council will use to determine which voluntary sector agency / partnership consortium would receive the grant to deliver services.

With an overview of all neighbourhood based service delivery, a single delivery organisation would be better placed to monitor service usage and quickly respond to any inequality issues.

Prevention, Volunteering and Marketing Grant

The workshops demonstrated that there is potential to improve the standards of service across the city, through a consistent approach to volunteer coordination and marketing of services. Additionally, it was recognised that if an adviser can offer expert advice at the earliest point and prevent an issue escalating then it can be resolved with the minimum of stress on an individual and also be less costly than when an issue is at crisis point.

It is proposed that this element be delivered as a single grant agreement by the CAB who is currently funded, and valued, by the City Council. Alongside delivery of advice and casework, this grant would cover delivery of marketing and communication materials for all 4 strands to ensure a joined up, consistent, citywide service. The CAB has an infrastructure model and nationally recognised, trusted, branding that adds strength to the City's advice services.

This grant would ensure that residents receive additional resource and information at transition points in their lives. Advice could be delivered directly at the point of transition to prevent issues reaching crisis point (delivery points could potentially be places such as schools, hospitals, GP surgeries, registry office, housing offices.) This grant would add value to the remit of the CAB who often manages large scale contracts and grants for those that are financially excluded and in hardship, maximising efficiency and effectiveness of Coventry City Council provided resource.

Specialist Legal Advice Grant

Coventry Law Centre provides the city's residents with a free specialist legal advice and representation service. This includes representation at welfare benefit tribunals as well as casework and representation at other tribunals and courts including the provision of a duty solicitor for housing repossession cases. Some of this work is funded by CCC and some by Legal Aid.

The law centre is a valued and important part of the advice services infrastructure, with excellent referral processes. The review aims to make referral processes into specialist legal advice as transparent and seamless as possible, making sure that the city's most vulnerable residents continue to have access to a "free" legal remedy resource to fight for their rights.

The new delivery framework has an expectation that all CCC funded general caseworkers, for example those working in neighbourhoods and all other Council funded agencies providing advice, would refer to the specialist legal advice team for all tribunal support and first tier advice that is not related to welfare benefits or debt (e.g. housing, employment, community care etc.).

This grant would add value to the contracts that the Law Centre holds with the Legal Services Commission for legal aid funded advice and representation. Whilst the scope of legal aid is diminishing, it will be important that the Law Centre seeks to maximise this form of funding for those whose cases are eligible

Older People

Age UK Coventry, who are currently grant funded by the Council, could potentially deliver this strand as they offer holistic services to this client group. Agencies with a national branding bring the resource and skill of a larger organisation. Age UK Coventry also have recognised quality and performance management systems already in place and have been used to managing a contract with the city council to deliver advice services.

Additionally, being a nationally trusted brand older people are more likely to use this service as they often need to feel a level of trust for an organisation before using it. Some older people are likely to live in areas that are less deprived, but have significant needs that require addressing owing to onset of disabilities etc. associated with age, so may struggle to get to a service located in a priority neighbourhood. Being centrally located, and easily accessible, Age UK is ideally placed to meet advice needs of the city's older people. Consideration will need to be given as to how advice can be provided to those that are housebound.

Basically, if approved, this means that the council would be providing a maximum of 4 external grants (reduced from the 6 noted on pages 4 and 5) as per the table below. Each grant funded organisation would be expected to hold a current appropriate quality mark (by no later than April 2014) to ensure that all Council funded advice is consistently of a high standard:

Proposed Advice Strand	Key Issues (not exhaustive)
Neighbourhood Service Provision Grant (one grant)	<ul style="list-style-type: none"> To provide advice and undertake casework in relation to welfare benefits and debt that is locally accessible within those neighbourhoods that are in the greatest need (based on evidence and data) To refer cases for appeal and complex debt cases to specialist legal advisers
Prevention, Volunteering and Marketing Grant (one grant)	<ul style="list-style-type: none"> To provide advice at appropriate locations across the city to reach people at *transition points to prevent issues escalating to crisis point To ensure consistency and quality, to train and deploy volunteers to support the work of other council funded providers, but mainly those working at outreach locations as part of the neighbourhood service provision grant. To co-ordinate, maintain and distribute (manually and electronically) an informative leaflet that promotes all council funded advice sessions with detail of how to access the sessions
Specialist Legal Advice Grant (one grant)	<ul style="list-style-type: none"> To provide a free specialist legal support service to Coventry's residents. To provide free representation at court and tribunal To provide access to a duty solicitor for those requiring support and facing eviction from their home
Older People's Grant (one grant)	<ul style="list-style-type: none"> To provide a centrally located service for older people recognising that transport links into the city centre can be easier to manage for those that cannot manage to walk to a local service that may not be on a bus route (and older people can access free travel) To provide advice to those that are housebound

*see explanation of "transition" on page 7

Next Steps:

Consultation – outcomes from this consultation will continue to help to shape the final detailed design of the new delivery framework.

Workshops – Additional “planning and scoping” workshops are planned for the end of January 2013. These will focus on ensuring that the move from the current advice framework to the new one is a seamless one that focusses on improving outcomes for local people.

Equality Analysis – A full second equality analysis will be undertaken once a detailed design has been worked up based on outcomes from consultation and workshops.

Council’s Democratic Processes - There will be democratic consideration of the proposed way forward for advice by the Council’s relevant scrutiny committee. The final outcomes of all the consultation processes will be considered by Cabinet when they receive a report for approval on the final options for future advice services.

April 2013 – Full detailed design for the new advice delivery framework will be agreed. Before the review can proceed to implementing the proposed detailed design, the Council’s Cabinet will need to consider and approve the final options.

April 2013 - March 2014: Transitional / Implementation year. During this year there will be a move from the delivery framework that we have, to the one that is developed over the coming months.

April 2014 – Full implementation of the new delivery framework

There has been approval to take a year (April 2013 to March 2014) to transition to the new framework so that customers will receive continuity of service with minimal disruption during the transitional year.

Appendix 1a – **Current advice provision** provided by council funded neighbourhood advice providers

Area	Wood End	Henley Green	Bell Green	Willenhall	Ernesford Grange	Spon End	Canley	Tile Hill	Hillfields	Stoke Aldermoor	Foleshill	*Holbrooks
Ward	Henley		Longford	Binley & Willenhall		Sherbourne	Westwood	Woodlands	St Michaels	Lower Stoke	Foleshill	Holbrook
Mon am												
Mon pm												
Tue am												
Tue pm												
Wed am												
Wed pm												
Thu am												
Thu pm												
Fri am												
Fri pm												

This table shows the advice sessions that the review has been informed are currently provided by neighbourhood based providers.

Key Points:

- Advice is currently available within 4 neighbourhoods (across 4 wards), *Holbrooks Community Care Association provide advice services at their centre, but do not receive City Council funding from the Advice budget for their work. However, they have had other council funding to support their work, and their advice service is being included in the scope of this review.
- There is a total of 11 sessions throughout the 4 neighbourhoods (a session can vary from 2 hours to 4 hours).

Appendix 1b – Potential advice provision in neighbourhoods **with the proposed single provider delivery framework**

Area	Wood End	Henley Green	Bell Green	Willenhall	Ernesford Grange	Spon End	Canley	Tile Hill	Hillfields	Stoke Aldermoor	Foleshill	Holbrooks
Ward	Henley		Longford	Binley & Willenhall		Sherbourne	Westwood	Woodlands	St Michaels	Lower Stoke	Foleshill	Holbrook
Mon am												
Mon pm												
Tue am												
Tue pm												
Wed am												
Wed pm												
Thu am												
Thu pm												
Fri am												
Fri pm												

This table is illustrative of what the new framework could potentially deliver. Service provision would be adaptable to meet the needs of any changes in need across the City (or within vulnerable communities of interest)

Key Points:

- No neighbourhood would lose service provision
- Advice would be provided in an additional 8 neighbourhoods making a total of 12 neighbourhoods (across 10 wards)
- Anyone from any neighbourhood can access any session
- It is estimated that the amount of grant funding needed to fund this model is the same as that required to fund the current provision detailed in table 1a.

How do I find out what you have done with my comments?

Consultation Feedback

Once the consultation has closed and all comments have been considered, we will provide detailed feedback so that you can see:

- How your comments and suggestions have been taken into account
- Changes that have been made as a result of consultation
- Why your ideas could not be incorporated (if it is not possible to do so)

Feedback will be available on the City Council's website by the end of May 2013.

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Briefing note

To: **Scrutiny Co-ordination Committee**

23rd January 2013

Subject: **Services to Schools Task and Finish Group Recommendations**

1 Purpose of the Note

- 1.1 To report back on the work carried out by the Services to Schools Task and Finish Group in response to the recommendations made by Scrutiny Board in their report of 29 November 2011.

2 Recommendations

- 2.1 Note that the recommended actions of the Services to Schools Task and Finish group have been completed as set out in this progress report. This includes:
 - Developing a finance model to determine full cost recovery for services to schools pricing for 2013/14
 - Identifying and understanding the implications of different categories of service which could affect charging structures and risk levels
 - Work on marketing and branding to deliver a co-ordinated, corporate approach to marketing schools services
 - Exploring ways in which the Council can adopt a more commercial and business-like approach in its relationship with schools, including designation of a specific role within existing staff roles and responsibilities.
- 2.2 To refer to the relevant Cabinet member consideration of future subsidy for the two areas of schools services that do not have a plan in place to achieve full cost recovery (point 5.1.2)

3 Information/Background

- 3.1 On 29th November 2011 Cabinet accepted the recommendations of the Services to Schools task and finish group of the Council Resources, Communities and Sport Scrutiny Board. The aim of this work has been to put into effect the recommendations made by Scrutiny Board.
- 3.2 A report was taken to the Business Management Group in August 2012 which recommended that a Project Group should be set up reflecting services across the Council which are in scope of this project. A corporate and finance lead (Carl Pearson, Chief Executives and Barry Hastie, Finance and Legal Services) was appointed to lead the work to ensure that there is consistency in the way that the work is carried out across the Council.
- 3.3 The full recommendations accepted at Cabinet can be found at Appendix 1.

3.4 The work was split into four categories:

3.4.1 Progress the work on financial modelling for a consistent approach to full-cost recovery which would enable services to market their services to schools before Spring Term 2013.

3.4.2 Identifying and understanding the implications of differing categories of service which could affect charging structures and risk levels:

- a. Services which meet the statutory duties of the Local Authority
- b. Services which meet the statutory duties of maintained schools ie., the Local Authority delivers on behalf of schools
- c. Services which the Cabinet Member and Director recommend are a local or corporate priority.
- d. Services where schools can opt into (non-statutory)

3.4.3 Work with Corporate Communications to manage branding, marketing and dissemination of information to schools in a co-ordinated way to meet their future needs. This would include identifying a co-ordinated and single approach for the marketing and overview of all services to schools.

3.4.4 Explore ways in which the Council can adopt a more commercial and business-like approach in its relationship with schools which would include ensuring taking feedback from schools on their future needs.

4 Approach to How We Did the work

4.1 A Project Board was used to oversee the work of the Task and Finish Group. The Project Board was comprised of the following members:

Carl Pearson, abc Programme Office
Priti Bharadwa, abc Programme Office
Sue Keighron, abc Programme Office
Barry Hastie, Finance and Legal Services
Sue Kinnaird, ICT
Sue Iannantuoni, Human Resources
David Haley, Education and Learning
Pauline Reading, Education and Learning Services
Nigel Clews, Property Asset Management
Fran Collingham, Communications
Craig Hickin, Environmental Services
Teng Zhang, Finance and Legal Services
Steve Horsley, Legal Services
Kate Ireland, Education and Learning Services

4.2 **Benchmarking with other Local Authorities.** This work highlighted the services that other Local Authorities were offering and gave the group an opportunity to discuss how to present a more coherent and unified offer to schools. This work has fed into the draft website and pricing.

4.3 Consultation and presentation of revised SLA proposals with schools across all phases will take place by the end of January 2013.

5 Financial Modelling

5.1 Finance officers have now developed a costing model which allows traded services to very quickly make an assessment of whether services are recovering the full costs involved in delivering the service.

- 5.2 In this context, full cost has been defined as all direct service costs, an apportionment of central overheads and an appropriate percentage of any relevant directorate overheads, for example, senior management time. A copy of the cost recovery model is included at appendix 2.
- 5.3 All managers of traded services with schools were asked to complete the costing tool and compare the costs of their service with their projected level of income for the 2013/14 financial year to determine whether or not those services were being provided on a full cost recovery basis.
- 5.4 In the first instance this has allowed us to identify quite simply:
- Those services that are achieving full cost recovery; and
 - Those services that are not achieving full cost recovery.
- 5.5 For services achieving full cost recovery, the emphasis has been on ensuring that price increases for 2013/14 and beyond are sufficient to maintain this position.
- 5.6 It should be noted that in some cases, the income generated by services is in excess of a full cost recovery level. In those circumstances it is not proposed to reduce income budgets but to continue to maintain prices at the level required to deliver to the service income target even if this is greater than the full cost of those services.
- 5.7 For services not achieving full cost recovery, service managers were asked to develop strategies to enable them to move towards full cost recovery over the medium term. Strategies to achieve this could include:
- Increasing prices by more than inflation;
 - Increasing the level of income generated by the service; or
 - Reducing the cost of providing the service.
- 5.8 Where services are not currently operating at full cost recovery and where service managers have not been able to identify a strategy to achieve this in the medium term, the options for the City Council to consider are either:
- 1 ceasing to provide the service to schools; or
 - 2 continue to provide the service but recognise that the City Council will need to provide a subsidy from its core (ie non-schools) funding.
- 5.9 A full service by service analysis of this full cost recovery assessment is included at appendix 3 together with a proposed way forward. In summary, the key points to highlight are:
- Of the 27 services covered in this analysis, 18 are already achieving full cost recovery;
 - Of the other 9 services, 6 will implement financial strategies which should lead to full cost recovery being achieved by the 2014/15 financial year;
 - The remaining 3 services have no plans in place to achieve full cost recovery.
- 5.10 The 3 services with no plans to achieve full cost recovery are Streetpride, Building Cleaning and the Dol-y-Moch Outdoor Education Centre.
- 5.11 The subsidy provided for Dol-y-Moch is purely to provide a financial discount to pupils from disadvantaged families in accordance with an existing City Council policy decision. It is proposed that this subsidy is retained and that there is no change to this existing policy.
- 5.12 The subsidies provided for Streetpride and Building Cleaning are built into existing budgets so there is no additional short term pressure from continuing to provide the subsidy. However, it is recommended that this is reviewed by the relevant Cabinet Member as part of the 2014/15 budget setting process to determine whether these

services should continue to be subsidised from City Council funding. This decision will need to be taken in view of the extent to which these services recover direct costs in full and make a contribution to corporate overheads which may not be saved even were the service not to be provided.

- 5.13 Subsidies for the services which will move to full cost recovery are also fully budgeted so it is proposed that the subsidy remains in place for a further year. At the point full cost recovery can be achieved, additional income targets will be created which will enable existing budgets to be released to help the City Councils medium term financial position.
- 5.14 An additional complexity of this piece of work is the extent to which full cost recovery income levels are the same as the levels of existing income targets. In some cases targets are higher than cost levels and in some cases they are lower. It is recommended that finance officers undertake an exercise separately to align these where possible. This will be on the basis that income targets are maximised where possible and that no reduction in income target will be made where the service is currently meeting that target even where it is in excess of the cost of the service.

6 Categories of Service – Statutory and Non-Statutory obligations Service and Pricing Differentiation

- 6.1 An analysis of statutory and non-statutory functions has been completed for Education and Learning Services. This work has resulted in more robust cost tools and analysis for costing trading services. The increase in prices will require sensitive negotiations with Headteachers during the Spring Term. Levels of service buy-back will be reviewed in May 2013 and necessary actions taken. This work has led to clarity about the statutory functions of the Local Authority and the statutory functions of schools. This work is now being taken forward with the FSRs for SEN, Transition and Disability and LA statutory education functions.
- 6.2 The latest analysis of primary performance table has fed into the offer to schools and ensured we set a baseline of service days with an escalating scale of levels of intervention within a more robust primary school improvement strategy. Monitoring, challenge and intervention is provided as part of the statutory requirement of the Local Authority.

7 Marketing and Branding

- 7.1 The Council has now developed a dedicated set of web pages marketing the services provided to schools. This uses the Council website (www.coventry.gov.uk) as the host for the services to schools section to ensure anyone searching for “services to schools” (or similar phrases) will get the services offered by the Council at the top of, or high in any list returned by search engines like Google (this is because the size and popularity of the website overall ranks it higher with internet search engines than smaller websites).
- 7.2 The web pages include information about each service and up to date contact details, along with a simple online form that schools can use to make their requests for services. A designed brochure of services to schools has also been produced as a PDF available to download on the dedicated section of the website for schools who prefer to find about services using a more traditional format. This makes progress in responding to the requests made by schools for coherency and transparency of offer, and in the future potential for transparency of pricing (academies and maintained). Appendix 4 shows a draft layout of the website.

8 Councils Relationship with Schools

- 8.1 There is evidence of some schools, not just academies, beginning to look for alternatives to the Council as a supplier. Most responses confirm that there are alternative suppliers to the Council for an increasing range of services. The cost of services is one factor that schools will take into account, however, there is a need to offer a more consistent and business-like approach. The steps taken as a result of this review are a positive start. There is a need for the Council, and those services that trade with schools to be more pro-active and treat schools as customers that have a genuine choice about where they get their support services from. CLYP are looking at how they can give more priority to develop this approach and it is something that will be discussed with schools through their established consultation channels.
- 8.2 With the completion of this work, leadership of the delivery of the next phase of activity will come from CLYP with support from Finance

**Carl Pearson,
abc Programme Office
Chief Executives Directorate,**

11th January 2013

Appendix 1 – Cabinet Recommendations

Cabinet is requested to endorse the following recommendations from the Council Services to Schools Task and Finish Group of Scrutiny Board 1 and agree that they be addressed by the Income Generation Fundamental Service Review:

Recommendations on the policy direction for future relationships between Council services and schools

(1) That the Council adopts a consistent charging policy for the delivery of services to all schools, the starting point of which should be that services recover the full costs of service delivery. There would need to be consideration of where there may be exceptions to this. For example:

- i. Whether the delivery of the service is of strategic benefit to the local authority
- ii. Whether the risks to the Council or the school of not buying from the local authority are significant (See Recommendation (2) and (3))
- iii. Whether the school is local authority maintained or not (2) That the Council identifies where there are significant risks to schools (including safeguarding, school under performance, Special

(2) Educational Needs, health and safety) associated with services which they may source from outside of the local authority and ensures that these risks are clearly communicated to schools to help them in their decision-making.

(3) That the Council identifies where there are significant risks that remain with the Council (including safeguarding, school under performance, Special Educational Needs, health and safety) whether schools source services from the local authority or externally. These need to be reflected in the development and marketing of services to schools. This would include identifying those areas for which the Council has a statutory duty.

Recommendations on ways that the Council can improve and maintain the business relationship it has with schools so they don't withdraw from services

(4) That the Council reviews its working arrangements with schools to identify how it can best consult with and work with schools in a more business like model in delivering services which meet their needs into the future.

(5) That the Council adopts a more commercial approach to marketing services, including planning, co-ordination and consistency, by:

- i. Taking on board feedback from schools and enabling schools to be involved in the design of services
- ii. Identifying where a co-ordinated and single approach for the marketing and overview of all services to schools could be located
- iii. Providing schools with information on the range and price of services well in advance of the new financial year
- iii. Drawing on the internal expertise to market services effectively.

(6) That the Council nurtures its positive relationship with all schools, but particularly Primary schools to pre-empt any moves to external providers of services

Recommendations on ways the Council can mitigate the effects should schools withdraw from services

(7) That service managers are to identify and manage the risks to their service areas by taking a commercial approach to their relationship with schools, including awareness of the external market

(8) That the information regarding Service Level Agreements is maintained and updated regularly across the Council to enable services to be in a position to identify areas of risk and enable mitigation against the effects of schools withdrawing from services.

The task and finish group also recommends:

(9) That officers update on progress on the implementation of these recommendations and report back to Scrutiny Board 1 in six months time

The above recommendations were approved, along with the following additional recommendation:

(10) That authority be delegated to the appropriate Cabinet Member and Director to agree those areas where full cost recovery for services would be unviable.

Appendix 2

Full Cost Recovery Tool			
Do not enter any data on this sheet after 'Step 1' unless you are linking it to a new cost group not currently accounted for.			
Step 1: Information about your service area (enter below)			
1.1 Directorate			
1.2 Service Area			
1.3 Funding year	2013-14 Financial Year		
Step 2: Your service's DIRECT costs (see 'Direct Salaries' & 'Direct Costs' tabs)			
Cost Descriptions and Amounts	Revenue Costs		
	£		
Staff Salaries	-		
Staff Related Costs	-		
Premises Costs (if not within Operational Property)	-		
Supplies & Services	-		
Transport	-		
Business Development/Support Costs	-		
Total DIRECT service costs	-		
Step 3: Your service's allocation of SUPPORT SERVICE OVERHEADS			
Overhead Descriptions & Amounts	Overheads		
	£		
Human Resources	-		
Workforce Development	-		
ICT	-		
Internal Post	-		
Operational Property	-		
Finance	-		
Contact Centre	-		
Corporate Communications	-		
Printing	-		
Business Service Centre Hubs (ABSS)	-		
Legal Services	-		
External Printing	-		
Photocopying (MFDs)	-		
Stationery	-		
Total Support Service OVERHEADS	-		
Step 4: Your service's allocation of DIVISIONAL OVERHEADS			
Cost Descriptions and Amounts	Revenue Costs		
	£		
Senior Management	-		
	-		
Totals	-		
Step 5: Full costs of your project			
These are the full costs of your project	£	£	
Running Costs	Staff Salaries	-	-
	Other Direct Costs	-	-
Total Service Running Costs		-	-
Overheads	Support Services	-	-
	Directorate	-	-
Total share of the overheads		-	-
Full project costs			-

Appendix 3

Services to Schools - Cost Recovery Analysis						
Service	Expenditure £	Income £	(Surplus)/ Deficit £	Financial Strategy	Subsidy Required to achieve FCR £	Is Subsidy Budgeted?
1 Services achieving full cost recovery						
Health and Safety	205,683	(235,320)	(29,637)	Average price increase of 2.9% for 2013/14. Budgets to be re-aligned to ensure individual HR services achieve full cost recovery.	0	n/a
Employment Services	446,609	(450,844)	(4,235)		0	n/a
Recruitment	158,581	(182,563)	(23,982)		0	n/a
Occupational Health	139,543	(141,400)	(1,857)		0	n/a
HR Advisory Service	467,003	(454,757)	12,246		0	n/a
Legal Services	13,082	(26,500)	(13,418)	Price increased by 2.9% for 13/14	0	n/a
LABSS Primary	604,473	(604,473)	0	Various price increases for 2013/14.	0	n/a
LABSS Secondary	194,332	(194,332)	0	Various price increases for 2013/14.	0	n/a
Educational Psychologists	422,226	(469,192)	(46,966)	Various price increases for 2013/14.	0	n/a
L&A - Early Years Neighbourhoods	148,920	(148,920)	0	No price increase for 2013/14	0	n/a
L&A - School Improvement Secondary & 14-19 Education & Learning Services	258,137	(258,137)	0	No price increase for 2013/14	0	n/a
L&A - Sch Imp General & Inclusion, SEN & Participation - PSHE & Equality	159,487	(159,487)	0	No price increase for 2013/14	0	n/a
Performing Arts	1,027,410	(1,071,020)	(43,610)	No price increase for 2013/14	0	n/a
SFO Service	348,322	(348,322)	0	Price increased by 2.9% for 13/14	0	n/a
Pest Control	27,463	(29,178)	(1,715)	Price increased by 2.9% for 13/14	0	n/a
Building Services	1,412,555	(1,412,555)	0	Job cost + overhead % applied	0	n/a
CCC	127,264	(127,264)	0	No price increase for 2013/14	0	n/a
Partnership Centres	239,218	(253,500)	(14,282)	No price increase for 2013/14	0	n/a
2 Services that will achieve full cost recovery in the medium term						
ICT	970,972	(910,948)	60,024	Increased by 2.9% for 13/14. Anticipated that further price increases will achieve full cost recovery by 2014/15.	60,024	yes
Governor Support	339,778	(325,495)	14,283	Need further understanding re: additional income opportunity. Says he is unable to increase prices further due to already charging	14,283	yes
Data Team	133,187	(122,875)	10,312	Various prices increases ranging from 5% to 25% assumed for 2013/14. Anticipated that further price increases will achieve full cost	10,312	yes
Work Related Learning	166,843	(162,198)	4,645	Various prices increases assumed for 2013/14. Anticipated that further price increases will achieve full cost recovery by 2014/15.	4,645	yes
L&A - School Improvement Primary	697,054	(603,946)	93,108	Prices have not been increased for 2013/14 as the offer has changed. Price increase strategy/service restructure will be	93,108	yes
Schools Library Service	206,796	(199,720)	7,076	Increased by 2.9% for 13/14. Anticipated that further price increases will achieve full cost recovery by 2014/15.	7,076	yes
3 Services not achieving full cost recovery where a subsidy is required						
Building Cleaning	1,842,461	(1,680,067)	162,394	Job cost + overhead % applied	162,394	yes - resolved in 2013/14 budget setting
Streetpride	250,700	(173,346)	77,354	Job cost + overhead % applied	77,354	yes
Doly Moch	862,168	(796,000)	66,168	1.2% price increase for 2013/14. Subsidy wholly attributable to remissions funding which subsidises costs for disadvantaged pupils	66,168	yes

Appendix 4 – Draft Website Layout





Coventry City Council

Scrutiny Co-ordination Committee
Cabinet Member

23 January 2013
31 January 2013

Name of Cabinet Member:

Community Safety and Equalities – Councillor Townshend

Director Approving Submission of the report:

Assistant Director - Democratic Services

Ward(s) affected: None

Title:

Member Training and Development Programme 2013/14 and 2012/13 Update

Is this a key decision?

No

Executive Summary:

This report provides options for delivering the 2013/14 programme for member training and development following consultation with Council members and officers. This is in line with the objectives in the Council's Member Training and Development Approach. The programme covers strategic, corporate and mandatory issues and personal skills development. It takes into account individual member requests for training and development arising from this year's Personal Development Plan (PDP) process and lessons learnt from evaluating previous training. Two focus groups are being held with members in mid-January to obtain feedback on the current and proposed training programme. This feedback will be shared with Scrutiny members.

An update is also given of delivery of the 2012/13 programme against the objectives set, identified needs and the budget. To date, 72% of training and development needs have been met, and the target of 90% is expected to be met. It is anticipated the budget of £23,773 will be underspent by £4,700 mainly in group budgets and not having to purchase a separate elearning package. Successes of the current year include the Leadership Academy with 5 members attending this year. The focus in the remainder of this year is on the Member Development Charter reassessment and launching the Accredited Member Certificate course, in partnership with Coventry University. The proposed budget spend for 2013/14 is £23,919.

Recommendations:

The Cabinet Member is asked to:

1. Approve the Member Development Training programme for 2013/14 and associated budget of £23,919 as set out in Appendix 5 (Option B).
2. Note the projected 2012/13 spend of £19,123 and 2011/12 outturn spend of £12,592.

Scrutiny Co-ordination Committee is requested to:

1. Consider whether there are any comments or recommendations that the Scrutiny Co-ordination Committee wish to make to the Cabinet Member (Community Safety and Equalities).

List of Appendices included:

Appendix 1. Coventry City Council Member Training and Development Approach

Appendix 2. Accredited Qualification Framework

Appendix 3. Updated Budget for Member Training 2012/13.

Appendix 4. Needs identified for 2013/14 from member Personal Development Plans

Appendix 5. Training programme potential solutions to meet needs 2013/14

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

This report will be considered by ScruCo on 23 January 2013

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

No

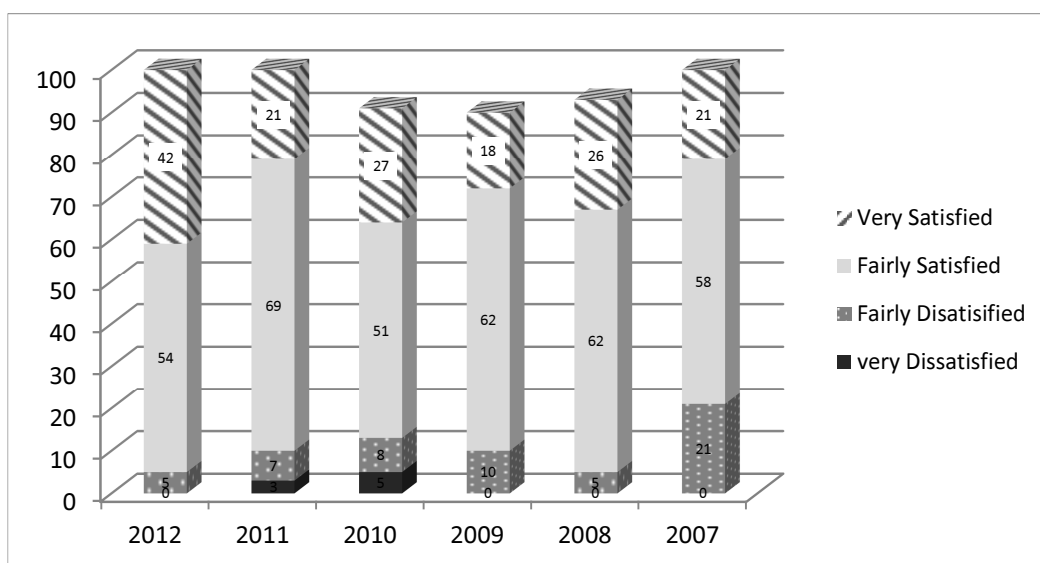
Will this report go to Council?

No

**Report title:
Member Training and Development Programme for 2013/14 and 2012/13 Update**

1. Context

- 1.1 The Council Plan 2011/14 states that, as part of delivering our vision and values and improving the way we work, members are well supported. This report is part of an annual cycle for setting priorities planning and delivering member training and development.
- 1.2 On 19th January 2012 the Cabinet Member for Community Safety and Equalities agreed the 2012/13 programme with a total spend of £23,773 against the 2012/13 budget of £24,091 for member training. At the same meeting, the strategic approach to Member Training and Development was set (see Appendix 1).
- 1.3 Coventry was awarded the primary level of the West Midlands Member Development Charter in December 2008 and has been has been due for reassessment since November 2011. However, West Midlands Councils (WMC) no longer has funding in place for this. In response, Coventry has been working with other local authorities in the regional Member Development Network to develop a cost-effective streamlined revised Charter process which maintains the same standards and integrity; this was approved as part of the 2012/13 budget (maximum of £1,000). This process would take place every 3 years.
- 1.4 For context, 54 training events were held in 2011/12, plus external events via national and regional bodies such as WMCs and LGA. Of the 39 learning needs identified through the PDP process 90% of these were met through the budget against target of 80%. The final outturn for the 2011/12 member training budget was £12,592. The initial agreed spend was £22,899 and revised in the January 2013 Cabinet Member report to £16,476. The underspend of £3,884 was due to reduced expenditure on Group budgets (£991), contingency funds (£604) and Code of Conduct training (£2,000).
- 1.5 Overall satisfaction for member development was very high as measured in the 2012 Member Satisfaction survey: 95% against a target of 85%. The 'very satisfied' rating increased to 42%, the highest since this began to be measured in 2007. A breakdown of satisfaction results for member training is shown below.



- 1.6 Other key points from the survey were
 - 95% of the members were satisfied with the relevance of development opportunities
 - 100% of members satisfied regarding communication of events.
 - 87% prefer the format for delivery of formal courses, conference and events.
 - the most valued courses were accredited ILM course, Leadership Academy.

2. Options considered and recommended proposal

Expected spend for 2012/13

- 2.1 The total spend for 2012/13 was agreed by the Cabinet Member on 19 January 2012, as being £23,773 against an available budget of £24,091. It is anticipated that the member training and development spend for 2012/13 will be £19,123 (see Appendix 2). As outlined in Section 1, the final outturn for 2011/12 was £12,592.
- 2.2 The anticipated underspend of £4,650 in 2012/13 is mainly due to a low spend on Group budgets (£3,470 underspend to date) and not purchasing an off-the-shelf elearning package (£1,000). To date, the Group budgets have been used to fund 4 external events for 5 members. It is also anticipated that the Contingency pot will be underspent by £800. Code of Conduct training was delivered internally during 2012.
- 2.3 Current commitment on the contingency budget stands at £2,150, against a budget of £3,000. This includes £1,000 for possible costs of Charter reassessment in January-March 2013, although this should come in under budget.
- 2.4 The 2012/13 programme originally contained 39 activities or events. By the end of 2012/13, 36 of these will have been delivered. In addition, a further 14 events have been planned and provided to members. Of these, 7 have had associated costs that have been funded via Group and contingency pots and 6 have been delivered free of charge. This year there have been 13 bookings across 5 Leadership Academy events. These courses have been fully or heavily subsidised by the Leadership Academy and are usually £500 per weekend course. This has resulted in savings of £5,900 for additional training for members this year.
- 2.5 There is still some outstanding spend (£1,500) on the modules that Coventry University is delivering this year; these will be finalised and delivered before the end of March 2013.

Evaluation of member training 2012/13 to date

- 2.6 It is anticipated that 50 events will have been offered to members by the end of the year delivered via courses and e-learning. Sixty eight learning and development needs were identified for individuals through PDPs, which were planned to be met in 39 events. To date, 49 (72%) of these needs have been met against a target of 90%. It is anticipated that the 90% target will be met by March 2013.
- 2.7 The sources of information used for evaluation are:
 - new member induction survey
 - end of course evaluation questionnaires ('happy sheets')
 - PDPs for members
 - personal feedback to the Training and Development Advisor
 - feedback from member Focus Group and scrutiny members.
- 2.8 An induction programme for 8 new Councillors ran throughout May and June delivering 17 sessions covering 16 topics so members could "pick 'n' mix" depending on their personal requirements. These included mandatory training for new and existing members with 4 events were delivered by external providers. Members were also provided with individual sessions on request. To help members settle into their new roles, they were each allocated an appropriate officer buddy to answer questions where possible and signpost to others.
- 2.9 The remainder of the programme covers non-induction events as described in Appendix 3. Non-forecasted events that have been supported via the Group and contingency budgets are also listed. These have included events provided via West Midlands Councils, LGA events, Westminster Briefings. Coventry has also hosted pilot training sessions for the LGA on social media which was also attended by members from Stratford and Warwick.

- 2.10 Interest in accredited programmes continues with 3 members successfully completing Institute of Management (ILM) qualifications at level 3 and 4. In addition, 5 members are currently attending the Leadership Academy Main Programme which provides automatic membership to the ILM. Feedback has so far has been excellent.
- 2.11 Strong interest continues for specialised Leadership Academy events with an additional 8 bookings for Young Councillor, Black and Minority Ethnic (BAME), Young People and Sport academy events. Over the last 18 months 29 bookings have been made for members on Leadership Academy courses.
- 2.12 The impact of the Localism Act required all 54 members to be updated on the new code of conduct requirements. To date 39 have received training and so further sessions have been planned for early 2013.
- 2.13 All mandatory committee training is up to date. Other mandatory courses such as Equality and Diversity and Health and Safety and Corporate Parenting have had a low take up this year. Therefore a fresh approach is planned for 2013/14 programme to tackle this. That includes condensed course and e-learning.
- 2.14 Average attendance per event remains steady showing at 6.8 against average attendance last year of 6.4. The highest attendance levels for any topics this year were: Code of Conduct (39), Making Every Contact Count (16) and Fire Authority Licensing at (24).

Activities to take place in the remainder of 2012/13

- 2.15 Coventry, Dudley and Sandwell will be the first assessed for the revised Member Development Charter using the new criteria in early 2013. In preparation for reassessment the member training and development programme has been developed using the Charter standards, the Local Government Association's Political Skills Framework for members, the Council's strategic needs, and evaluation of previous programmes.
- 2.16 Following interest shown by 9 members during PDPs in 2011, work has continued throughout the current year on an accredited qualification in partnership with Coventry University. The course has been aimed at getting members a formal qualification for what would be considered core training such as (Code of Conduct, planning, HR appeals, legal challenges), corporate skills such as scrutiny and behavioural skills e.g. presentation skills, influencing, and conflict resolution.
- 2.17 The new accredited qualification that is being developed with Coventry University will be called a Certificate in Local Governance and Law, worth 40 Level 1 credits. Credits may be used against other courses where applicable e.g. Open University courses at undergraduate level. Members can dip into modules to suit their needs or do the full qualification. The accreditation is an add-on to what we normally would provide and therefore represents good value for money. A framework has been agreed (see Appendix 3) and is currently undergoing through the University's 4-stage approval process. It is intended that the qualification will be through this process by the end of January so a launch and enrolment can commence and it will run January 2013 to January 2014.

Feedback which has been used to drive the 2013/14 programme

- 2.18 The induction programme was evaluated using a survey for new members and end-of-course evaluation questionnaires from each event. The survey reported 100% satisfaction ratings with the programme overall with 71% very satisfied. Further evaluation using feedback from six of the eight new members showed that, in addition to the 1 day induction briefing event, all six would prefer the remainder of the induction programme to run over 2 months than a suggested alternative of an intensive 3 day induction.

2.19 Feedback from members attending individual induction sessions was obtained. Sessions were attended by new and existing members. Positive comments were made throughout except for one course, where one individual did not value the tutoring style.

Licensing Act	<p>"I would feel able to explain basic licensing principles to constituents concerned about a licensing issue".</p> <p>"Raised my awareness of issues around licensing and made certain that I was asking the right questions in committee".</p>
Corporate Parenting	<p>"Very relaxed but informative and with authority, ***? was great: I'm really pleased he gave up his time for us".</p> <p>"Good agenda for this type of session".</p>
Speed reading	<p>"Session went very well - could have increased on time to gain more from methods".</p> <p>"Relaxed, friendly, open session".</p>
HR Appeals	<p>"I have a greater understanding of the HR appeal process now".</p> <p>"Training made me think outside the box".</p>
Scrutiny	<p>"Training was engaging, very suitable style of delivery".</p> <p>"Met needs very well especially regarding questioning skills".</p>

2.20 Members have been asked to grade their level of knowledge before and after a session from 1 to 5. Knowledge has increased by an average of 2.6 points based on analysis of the end-of-course questionnaires. Comments made on these were overwhelmingly positive. Comments made after these courses and in PDPs include:

Code of Conduct-	<p>"I know to be mindful of any change of circumstances</p> <p>"Delivery style was very good, thoughtful and trainer open to questions".</p> <p>"Would have liked more time, (some more time was given later in 1-2-1, which I welcomed)."</p>
Planning School 2011 -	<p>"Found that as shire districts have more funding that the event is biased towards their needs rather than urban authorities which are underrepresented on this course".</p>
Sport Academy	<p>"Following attendance I was able to access funding for a local Hockey Club. I have also secured services of a profession sport person to support future sports projects in Coventry".</p>
Chairing Meetings	<p>"The one thing I am practising is making sure that everyone is heard".</p>
Weekender Course	<p>"Made me realise how younger elected members in Coventry are valued compared to other authorities".</p>
Leadership Academy Main Programme	<p>"Absolutely one of the best courses I have ever been on!"</p> <p>"Calibre of tutors is excellent. The course makes you work at a high level. Delegates are a mix of good experience and ability".</p>
Black and Minority Ethnic (BAME) Weekender	<p>"As chairman of local BAME councillors this event allows me to network with other BAME members nationally and provides ideas to encourage BAME people to consider becoming elected members".</p>
LGA Conference	<p>"This event provides a good indication of current political thinking for members".</p>
ILM 3 and 4 qualifications	<p>"Qualification has provided tools that allow me to be objective when judging issues regardless of any strength of personal feeling I have".</p> <p>"I have used some of the problem solving techniques from the course on my task and finish group".</p>

Licensing – Fire Authority	<p>“Excellent session. I will now make more site visits to premises as info provide does not always tell you everything”.</p> <p>“Met objectives for attending 100%”.</p> <p>“It will make me look at public safety with a wider perspective”.</p>
Make Every Contact Count	<p>“Very good session”.</p> <p>“Would have liked to have had training in regard to approaching people”.</p> <p>“this was billed as a drop-in session but it was really a briefing session –I had to leave early”</p>

2.21 In addition to the evaluation PDPs discussions have taken place in October and November 2012. Common themes and issues raised in PDP discussions and interim evaluations are summarised and categorised below:

2.22 General issues

- Coventry City Council has re-joined LGIU and it is anticipated that members may want to attend some of their events.
- Following the ICT update this summer and subsequent training it is clear that some members require further support.
- Members are accessing the intranet for course material and training and development information.

2.23 Corporate aims and objectives

- Audit committee have recently been externally assessed by the Audit Commission and it is highly probable that learning and development needs will arise in 2013/14 following the report from the Audit Commission early in 2013.
- Members continue to want information reflecting on-going changes in planning with 5 planning-related requests for training made.
- Members have also been requesting sessions around finance (3 people), procurement (3) and corporate plans (1) to assist in understanding the current challenges facing the council.
- Following the ICT update of equipment, some 1-2-1 support is still required for ICT software, the use of Smartphones and iPads.

2.24 Strategic and mandatory training

- Some areas of mandatory training continue to have a low take up due to the time-commitment required.
- Although there has been limited take up of mandatory training some members were keen to update mandatory skills with a total of 7 members requesting corporate parenting course, 3 health and safety and 2 equality and diversity.
- As there are no elections in 2013, no induction programme will be running. Mandatory committee and code of conduct will still be required along with some addition support for members in new positions following the next AGM.
- Members continue to want on-going training on the impact of recent legislation, in particular the Welfare Reform Act (4), and localism (3).
- Despite 30% of members saying they would use e-learning, take-up is low.

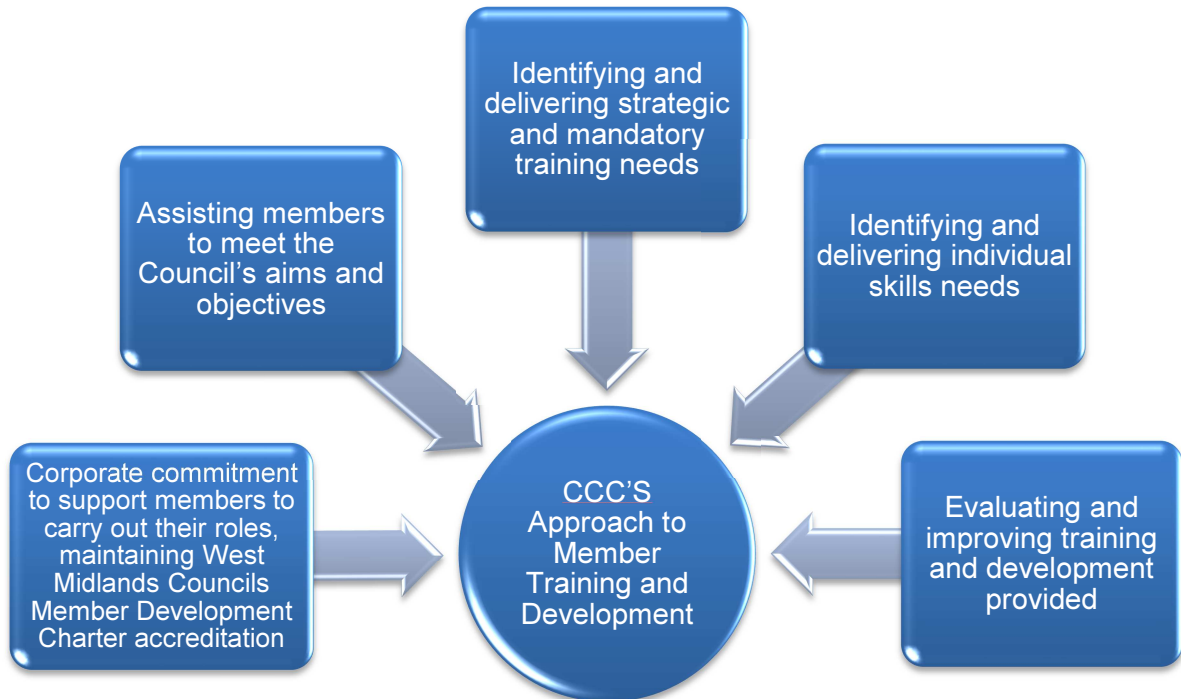
2.25 Individual Skill Requirements

- 29 requests were made for training that is contained in the accredited qualification.
- Social media remains a key area of member interest, especially for engaging with local communities (10 people). It has been included in the accredited programme and will also be run in future separate events.
- There have been 15 requests that would be categorised as soft skills.
- Members continue to value Leadership Academy with 5 members have expressing an interest in Specialised Leadership Academy events.
- Members are still continuing to feel a squeeze on their time in regards to attending training especially if they are working full time.

- Members are using the internet more with increased hits on the member development training site.
- With no new members in May 2013 and no requests for it, the Leadership Academy main programme is not included in 2013/14's planned programme.
- The 2012 member satisfaction survey shows 87% prefer courses to elearning etc.

Training and development programme for 2013/14

2.26 The strategic approach to member training and development is set out in detail in Appendix 1. This approach has been updated to include a commitment to the West Midlands Development charter and is summarised in the diagram below:-



2.27 The full schedule of events planned for 2013/14 with costs is contained in Appendix 5. The proposed programme for 2013/14 includes:

- reference to the LGA's political framework of skills in regards to activities.
- a structured programme of support for members meeting our corporate aim that members are well supported.
- modules within the accredited qualification (Certificate in Local Governance and Law). These modules will be run annually.
- priorities agreed by key members and officers around strategic issues such as planning changes, localism, health reform, finance and mandatory committee training.
- a new approach for increasing take up of non-committee based mandatory training.
- needs and requirements raised during the PDPs .
- common themes arising from the evaluation.

Strategic and mandatory training needs

2.28 Strategic issues addressed through training will include mandatory, committee and legislative training to ensure members are able to perform their roles effectively.

2.29 There will be no induction programme required for 2013 and therefore effort during the beginning of the year will be concentrated on mandatory training, the accredited course and getting charter status.

2.30 The contingency budget will be used to fund Audit committee training and development following audit commission feedback

- 2.31 Members will be offered condensed mandatory 2.5 hour courses that cover Safeguarding, Health and Safety, Equality and Diversity which will be held throughout the year. This will offer a time saving option for members to meet mandatory requirements. A further option of e-learning will be available for those who cannot attend.
- 2.32 Localism (£375), HR Appeals (£750), Planning Overview and Judicial review will be met annually through the accredited programme. Content will be reviewed and updated each year as appropriate.
- 2.33 Other strategic and mandatory training will be delivered by external suppliers as follows:
- Code of Conduct – delivered by Coventry University as part of accredited course at a cost of £375.
 - HR Appeals – delivered with external support at cost of £750.
 - Licensing Act 2003 – delivered by Institute of Licensing at £1000
 - an overview of planning delivered via the accredited course and planning committee training will be delivered internally (375).
 - specialised planning (i.e. Localism related) training will be delivered in-house and where possible via sharing learning with other LAs. Site visits will be used where appropriate to illustrate training.
 - an overview of Localism will be provided through the accredited course with (£375) and an internal specialised course on localism and planning.
 - Welfare Reform – an external event will be run that will focus on impact of reforms across housing, benefits and disability.

Individual needs

- 2.34 Members have been encouraged to put forward training needs via PDPs, self-assessment, or self-selection throughout October and November 2012. Twenty six members have engaged in identifying of their needs and 4 have confirmed they had no current needs. In total 4 Conservative and 22 Labour members have taken part on the process. The training needs arising from PDPs are shown in Appendix 4 and have been categorised using the LGA's Political Skills Framework. These needs have been translated into possible training delivery options.
- 2.35 The PDP process identified a total of 115 learning and development needs for members. Some of these needs will be met by the current budget such as social media (10) and localism to be delivered via Coventry University. However these form part of the accredited qualification and will be available each year. The remaining needs will be met through the 2013/14 programme (Appendix 5).
- 2.36 Annual events such as LGA Conference (5 places) and Planning Summer School (2 places for chair and deputy) are traditionally funded through the member training budget as these remain key annual events for particular members. Fully subsidised annual LGA events will continue to be offered to appropriate members.
- 2.37 Soft skills requests will be met through a combination of the accredited course (9) and 1 day external session covering 3 additional topics (6). It is intended to offer additional support for those requiring it following the ICT upgrade.

Improvements for 2013/14 following evaluation feedback

- 2.38 To provide additional channels for feedback from members there will be an annual member Focus Group session where members will be able to feedback their opinions on previous and proposed training programmes. One such session was held on 9 January 2013.
- 2.39 When advertising courses, members will be reminded which council objectives within the Council Plan the training is contributing to.

- 2.40 Although communication with members is good it is intended to trial SMS texting in addition. This will allow text reminders to be sent to member's phones when they have booked on training and prevent non-attendance.
- 2.41 Following charter assessment we will be able to focus additional improvements to member development.
- 2.42 'Coventry City Council's Approach to Member Development', which was agreed in January 2011, has been amended to reflect the improvements. The Approach and changes to it are shown in Appendix 1.

Delivery channels

- 2.43 The training programme takes into account learning preferences of members established through the PDPs and includes a mix of formal courses, 1:1 sessions, and e-learning. In addition online support, a community hub, books, and IT support is provided. For members who cannot attend events, course materials will also be made available. All channels of delivery are listed in appendix 1.
- 2.44 A workshop will be run to introduce members to the corporate e-learning system to promote it to members.
- 2.45 Member Development resources and documents have been added to the intranet with clear guides on accessing training.

Options for final programme and setting the budget

- 2.46 Appendix 4 sets out all the demands for 2013/14. The number of needs raised (115) is an increase of 47 above the level in 2012/13 (68).
- 2.47 Group budgets are needed to fund external conferences, seminars such as LGA, LGiU, Westminster Briefings, and Group events: however they have been largely underspent in the last 3 years. It is anticipated that that requests for LGiU event may increase considerably since the Council have re-joined. A reduced amount would still accommodate the increased demands on the overall budget. The Group budget would be divided proportionally between Labour group and the Conservative group. Options for the Group budget in 2013/14 are:

Option A

Group budget last year was £4,000 and would bring the total budget to £24,919.

Option B

To reduce this to £3,000 bringing the budget to £23,919.

- 2.48 To accommodate these additional requirements and maintain a lower budget, it is recommended to slightly reduce the Group budgets and retain a contingency fund of £4,500 to ensure member needs can be flexibly met following the Annual General Meeting.
- 2.49 The contingency budget will be used to fund the following:-
- Audit Committee development activities
 - Possible RADA course
 - possible Leadership Academy main programme nominations.
 - individual needs arising following AGM
 - any other unforeseen costs
- 2.50 We maintain our commitment to value for money by continuing to source training solutions that are relevant to councillors' needs as well as negotiating discounts. We continue to make use of in-house expertise by having events at little cost, and in addition source free

or subsidised high-quality courses for members. Where appropriate training can also be shared with officers/authorities and re-charged proportionate to officer attendance.

- 2.51 The member training and development budget is £24,091. Based on demands set out in Appendix 5, under option B the 2013/14 training and development programme will cost £23,919 with an underspend of £172.

3. Results of consultation undertaken

- 3.1 Elected members are responsible for helping to identify their own development needs and all members are encouraged to take part in the PDP process or complete a self-assessment.
- 3.2 Both Group Leaders and the Cabinet Member for Community Safety and Equalities have been consulted in regard to training requirements as well as the key members and key officers across the council.

4. Timetable for implementing this decision

- 4.1 Once this programme has final approval, the training activities contained in this budget will be commissioned and training activities will commence from April 2013 onwards. Annual events will be booked following nominations and confirmations from relevant councillors. Monitoring of the effectiveness of training will be done via pre-course and post-course feedback sheets for individual events, the annual Member Satisfaction Survey, PDP evaluations, and the New Member Induction Programme Survey.

5. Comments from Director of Finance and Legal Services

- 5.1 Financial implications
The allocation of Member Training budget expenditure will be contained within the existing corporate budgetary provision of £24,091. The budget for 2013/14 will be confirmed by Council on 26 February 2013. If the recommendations in this report are approved, the estimated year-end spend for 2013/14 will be £23,919.
- 5.2 Legal implications
There are no legal implications arising from this report.

6. Other implications

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

The training outlined in the budget contributes to the Council's core aims through the following:

- The programme will ensure that members continue to be well trained and supported as defined in the Council's Plan for 2011/14. The programme also ensures that we meet our CWS directorate objectives to deliver high quality and cost effective support services to members.
- The key responsibilities of each member are discussed in each PDP to establish any specific training and development required to assist in the performance of their current responsibilities and future roles they aspire to. Ensuring councillors are trained for current and future roles.
- The Council's 10 corporate objectives were discussed at the start of each PDP meeting to ensure training needs were linked to Corporate Objectives. All costed events will be linked to these objectives.

By ensuring that councillors training and development needs are adequately met it is anticipated that they will be able to assist their constituents more effectively and effectively participate in their varied roles in the Council.

6.2 How is risk being managed?

As there are no local elections in 2013, there are no risks of members who have made requests not remaining in office. However, roles may change following the AGM; this may impact on learning and development needs. There are financial risks associated with subsidised courses. Members are advised of this and clearly notified when there is a financial penalty for non-attendance.

Non-attendance on courses is always a risk associated with the programme. We hope SMS texting to remind members of when they have booked a course will prevent this. We also continue to provide adequate notice of events, avoiding booking conflicts, offering alternate sessions, and ensuring courses are the best fit for members' requirements. All training events are advertised through the Members Bulletin, Weekly Diary, emails with follow-up calls, and hard copies posted where necessary.

6.3 What is the impact on the organisation?

On an organisational level the impacts are the need for appropriate training facilities and the time of internal officers who deliver any group or 1 to 1 training. By ensuring that councillors training and development needs are adequately met it is anticipated that they will be able to assist their constituents effectively and fully participate in their varied roles in the Council.

6.4 Equalities / EIA

We continue to try and make training accessible to all members by offering flexible training times and a variety of learning and development options.

6.5 Implications for (or impact on) the environment

Travel to some external venues for training will be required. Should any courses be shared with other local authorities travel to the venue will have some impact on any carbon footprint.

6.6 Implications for partner organisations?

None.

Report author:

Name and job title:

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Customer and Workforce Services

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Enquiries should be directed to the above person.

Contributor/ approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Helen Abraham	Assistant Director, Democratic Services	CWS	18/12/12	19/12/12
Other members				
Cllr Abbott	Council member development champion	-	19/12/12	7/1/13
Cllr Mutton	Leader of Council	-	8/1/13	8/1/13
Cllr Bigham	Chair	Scrutiny Co- ordination Committee	14/1/13	n/a

Contributor/ approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Approvers for submission: (officers/ members)				
Neil Chamberlain	Central Services Manager	Finance & Legal	8/1/13	8/1/13
A R Burton	Corporate Governance and Litigation Team	Finance & Legal	8/1/13	8/1/13
Bev Messinger	Director	CWS	19/12/13	7/1/13
Cllr Townshend	Cabinet Member	Community Safety and Equalities	19/12/13	7/1/13

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

Appendix 1.

Coventry City Council's Approach to Member Training and Development

(updated January 2013- revisions shown in shaded text)

Elected members need high quality training and development to be able to carry out their roles effectively. Every member, whether newly elected or with many years of experience, has a duty to themselves, their fellow councillors and their electorate to ensure they have the skills and knowledge to carry out their wide range of roles as effectively as possible.

Coventry Council initially received the West Midlands Charter for Member Development in 2008. The Charter status recognises the Council's commitment to developing its members to ensure they can carry out their roles effectively, that corporate and strategic needs are met and there is sufficient personal skills training and development.

The Council's member development and training programme consists of:

- A corporate commitment to supporting members in carrying out their roles effectively *including maintaining accreditation of the West Midlands Councils Member Development Charter.*
- Assisting members to meet the Council's aims and objectives
- Identifying and delivering strategic and mandatory training needs
- Identifying and delivering individual skills needs
- Evaluating and improving training and development provided

Whilst each year the member training and development programme is designed to support all members, its effectiveness depends in part on the take up and active participation of members, taking responsibility for their own development.

A corporate commitment to supporting members to carry out their roles effectively

The Council's vision and objectives are set out in the 2011-2014 Council Plan. One of the 10 objectives relates to member support:

Vision and objectives (extract)

The way we work

(10) Transforming the council by supporting councillors and staff

There are a number of benefits to having a structured approach to member development. The benefits to the council will be for it to take a corporate approach towards learning and development to enable it to achieve the objectives and priorities set out in the Council Plan and maintain effective corporate governance. The benefits to communities and citizens of Coventry will be through members gaining the necessary skills to be effective community leaders. Effective development and support helps local councils attract election candidates.

Assisting members to meet the Council's aims and objectives

Members need to have the appropriate skills to take decisions and monitor or scrutinise the Council's work. Members need to know at least a little about a wide range of subject areas, as well as how the Council works and how decisions are taken. An effective development programme will assist members in delivering the Council's aims and objectives.

Induction for new members is crucial to enable them to be effective in their roles and learn about the specific requirements of local governance. Whilst existing councillors have more experience, continuing training helps to ensure skills are updated.

Identifying and delivering strategic and mandatory training needs

There are a number of corporate, strategic or cross-cutting issues which all members need to be familiar with, and to maintain up to date knowledge of. Examples include being aware of emerging government legislation, being aware of equalities and health and safety requirements or data protection policies.

Future issues are identified each year in consultation with Group Leaders, committee Chairs, feedback from member surveys, and the Council Plan.

Required skills for different members are set out in members' the LGA's 6 key Political Skills, which allow members to identify strengths and weaknesses.

Induction: A comprehensive induction programme is offered to all new Members following their election to office. They are also invited to a meet and greet session with the Chief Executive and the Heads of Service and key members. An induction day covers the council's constitution, corporate challenges, code of conduct and key services. New Members are also assigned a Democratic Services 'buddy' should they have any questions. In addition to the 'buddy scheme' Member Training can provide assistance in establishing mentoring relationships between new and more experienced Members.

Each political Group is also allocated a Group budget to meet the needs of either the Group as a whole, or of individuals belonging to that Group. This budget is in the control of each Group Leader.

Mandatory Training:

Some member training has been classed as 'mandatory' for members of Coventry City Council. This includes training relating to Planning committee, Licensing committee, Code of Conduct, members wishing to participate in HR Appeals and equality and diversity. Each member is expected to refresh their mandatory training every three years.

In the case of Planning, Licensing and Appeals committees' members are required to undertake training before they are able to serve and take decisions on the committee. In general, members are encouraged to attend relevant training sessions for a committee of which they may wish to become a member.

Identifying and delivering individual skills needs

Members are able to shape their own development based on their individual needs. Learning and development required by individual members is identified through a Personal Development Planning (PDP) process. Each member of council has a personal development plan, which sets out the roles taken on by the member and subsequent learning and development required. This will take into account skills and knowledge requirements set out within the Local Government Association's Political Skills Framework. The process will also take into account any previous roles undertaken, experience the member may have or learning and development already undertaken. These are updated as learning and development takes place. ***For members not wishing to participate in a full PDP plan there are the 'lite' options of self-assessment of self-selection.*** Members are invited to complete a self-assessment each year in order to

identify knowledge and skills gaps. All members are offered a one-to-one meeting with the Training and Development Advisor.

Relevant learning and development identified through the above will be arranged subject to a set of agreed criteria and where agreed, met from an allocation within the annual Member Development budget. Additional and ad-hoc training requests are financed through a group allocation which requires Group leader approval.

Channels for delivery:

We use a variety of ways to deliver training, such as:

- Training courses (accredited if possible)
- Informal in house briefings and workshops
- External conferences and seminars
- Written learning materials
- Peer mentors
- e-learning
- Visits to other councils or relevant partners
- Shadowing opportunities

In order to support the diverse development needs of Elected Members and their learning styles and range of individual circumstances, development needs will be met from a range of options. In some cases these can be delivered through the Council's own internal resources. Where necessary, however, the council will identify and buy in specialist providers with proven track records of effectiveness and value for money.

A hard copy library of resources is also available to Members in the Members corridor, and links to electronic resources are published on the Council's intranet, on the member development pages.

Timing and duration:

We recognise that our councillors are busy people and have many demands on their time. Therefore training activities are designed with this in mind, with shorter sessions, offered on a repeat basis, at different times of the day/week. An effort is made to avoid certain times such as school holidays and local events. Other distance-learning formats are used as well e.g. paper workbooks from the Local Government Association on a variety of subjects as well as books, DVDs and online support. This approach maintains an equality of access for elected members.

Publicising training and development opportunities:

Members are informed of training opportunities available to them in the following ways:

- email notification and in the Members' Weekly Bulletin
- Intranet pages member development section
- the annual Members' Handbook
- the Notice Board in Member Services
- **SMS texting**

External training courses and conferences are advertised to members where relevant, while guarding against information overload. Training opportunities are also planned with neighbouring local authorities and partner organizations if appropriate.

When Members are unable to attend a particular course, they will be sent the course materials and the contact details of the trainer if delivered internally. This will allow

councillors to review the course material and contact the officer for more information if they need to.

Evaluating and improving training and development provided

Training is systematically evaluated in a number of ways. Individual programmes are evaluated through questionnaires for all participants immediately after an event. An annual member satisfaction survey asks for Member's views on training and development and a New Member Induction Satisfaction Survey provides feedback on the overall induction programme. Plans for personal development allow individuals to comment on how their training increases their personal effectiveness in their councillor role.

Plans for personal development planning will allow individuals to comment on how their training increases their personal effectiveness in their councillor role. Following each learning opportunity, members attending are asked to complete a feedback form to say how relevant the session was, if there was a trainer, whether they were effective, what members feel that they have got out of the session and how it may assist them in carrying out their roles.

Pre course and post course evaluation sheets for sessions are now provided for members attending training to measure improvement in skills/knowledge. Evaluation is expected of member's who attend external conferences and leadership Academy events arranged via member training. This is done through evaluation sheets and feedback to the member Training and Development Advisor following attendance at events.

An Focus Group comprised of members will also be run annually to provide feedback on previous and proposed annual programmes.

Feedback is used to inform our commissioning process and enables us to achieve continuous improvement in the services we deliver.

Resources and support

Member training and development will be delivered by the Training and development Adviser and the Assistant Director of Democratic Services with input from Corporate Workforce Development and other officers where appropriate. It will be reviewed annually. A dedicated budget is available for Member training and external funding will be identified where available. Any expenditure on member training and development will be mindful of the need to prioritise limited resources and source cost effective solutions where possible.

Date: January 2012, Updated January 2013

Updated Budget for Member Training 2012/13.

Training solution	Ext/ Int	Demand from PDP's	Actual no. of attendees	Date ran or planned 2012/2013	Budget as set in Jan 2012	Actual Spend at Dec 2012	Anticipated spend by Mar 2013
MANDATORY TRAINING AND DEVELOPMENT FOR ALL RELEVANT MEMBERS							
1 session on Code of Conduct externally supported	TBC	3	39	May June & Sept Oct	750	0	375
Health and Safety (including lone working)	Int	1	0	31-May-12	0	0	0
Planning Training for Committee Members	Int	N/A	7	29-May-12	0	0	0
Licensing Act 2003 Training	Ext	N/A	9	22-May-12	1000	1012	1012
HR Appeals Training Part 1*	0	0	5	12-Jun-12	350	375	375
HR Appeals Training Part 2*	0	0	5	20-Jun-12	350	375	375
Equality and Diversity Awareness	Int	0	0	29-May-12	0	0	0
INDUCTION PROGRAMME (formal and 1 2 1 SESSIONS offered per INTERNAL SUBJECT)							
E-Learning							
Modern Councillor	Ext	14	All members	all year	1000	0	0
Political Understanding							
Understanding Decisions and Reports	Int	1	4	22-May-12	0	0	0
Planning: a guide for all Members	Int	N/A	9	29-May-12	0	0	0
Planning: and localism for all Members	Int	N/A	All members	May	TBC	0	0
Local Leadership							
Introduction to Ward Forums	Int	0	2	15-May-12	0	0	0
Partnership Working							
Corporate Parenting (Safeguarding)	Int	0	4	24-May-12	0	0	0
Partnership Working	Int	0	0	29-May-12	0	0	0
Communication Skills							
Document Management	Int	1	1	07-Jun-12	0	0	0
Information Security Management	Int	0	2	21-May-12	0	0	0
Media Skills	Int	1	4	16-May-12	0	0	0
Officer/Member Relationships	Int	0	8	13-May-12	0	0	0
Speed reading	Ext	1	5	14-Jun-12	350	412	412
Scrutiny and Challenge							
Overview and Scrutiny for new members	Int	tbc	5	16-Jul-12	448	519	519
Regulating and Monitoring							
Roles Quasi-Judicial Committees*	Ext	0	New-existing committee members	TBC	375	0	375
Local Government Finance Training	Int	1	3	23-May-12	0	0	0
DISCRETIONARY COURSES TRAINING AND DEVELOPMENT							
Political Understanding							
LGA Conference - 5 Places	Ext	5	5	28-30 June	2500	2285	2285
Local Leadership							
Leadership Academy – 4 places	Ext	5	5	Sept 2012- March 2013	4500	3000	4500
Localism*	Ext	54	7	4 Jul 12 + session in 2013	375	0	375
Casework system	Int	54	At members discretion	when live	0	0	0
Partnership Working							
LA - Guidelines for working with the travelling community	Ext	1	All members	Apr-12	0	0	0
Regulating and Monitoring							
Personal Licensing course	Ext	1	2	Dec-12	250	0	250
Planning Summer School	Ext	2	2	14-17 Sep 12	1500	1520	1520
Communication Skills							
Public Speaking and Chairing Meetings*	Int	5	All members	TBC	350	0	375
Basic NLP	Int	1	1	14-15 Feb 13	0	0	0
Coaching	Int	1	1	TBC	0	0	0
Using Social Media for your Wards*	Ext	5	5	5 July and 2013	375	0	375
Microsoft publisher e-learning	Int	1	1	TBC	0	0	0
PowerPoint	Int	1	1	TBC	0	0	0

Training solution	Ext/ Int	Demand from PDP's	Actual no. of attendees	Date ran or planned 2012/2013	Budget as set in Jan 2012	Actual Spend at Dec 2012	Anticipated spend by Mar 2013
Word	Int	2	2	TBC	0	0	0
Excel	Int	4	4	TBC	0	0	0
Outlook	Int	4	4	TBC	0	0	0
Additional training offered to members							
PAS	Ext	11	10	01-Nov-12	0	0	0
Fire Authority Licensing	Ext	12	24	26-Nov-12	0	0	0
Making Every Contact Count	Int	NA	16	21-Nov-12	0	0	0
Leadership Academy Sports Academy	Ext	1	1	10-11 Nov 2012	0	0	0
Councillor Road show for new members - localism	Ext	8	2	12-Sep-12	0	0	0
Police and Crime Commissioners Workshop	Ext	NA		18-Oct-12			
Leadership Academy Childrens Academy	Ext	1	1	2-3 Feb 13	0	0	0
Casework Tool	Int	TBC	TBC	TBC	0	0	0
Contingency spend - details							
Leadership Academy BAME Event	Ext	4	4	19-20 Jan 13	0	0	400
Leadership Academy Young Councillor weekender	Ext	2	2	24-25 Nov 12	0	0	200
Leadership Academy Main programme Supplement	Ext	N/A	5	Sep 2012 Mar 2013	0	0	500
Personal Licensing Additional costs	Ext	N/A	2	11-Dec-12	250	0	50
Charter Costs	Ext	N/A		2013	0	0	1000
Total Spend - Contingency						0	2150
Group Budget spend - details							
Where to, Guv? Reforming Taxi & Private Hire Licensing	Ext		1	01-Nov-12	225	225	225
Health Event	Ext		1	29-Jun-12	10	10	10
In the Gov Conference	Ext		1	22-May-12	295	295	295
LGA Licensing Conference	Ext		2	05-Feb-13	199	0	398
Total Spend – Group						530	928
Other costs							
Travel expenses					500	12	500
Catering/venue costs					1800	1000	1800
Contingency Budget for training needs following 2012 elections					3000	0	2200
Group budget**					4000	530	1500
Total demands in training budget					£23,773	£11,040	£19,123
Estimated underspend							£4,650

Certificate in Law and Local Governance for Elected Members

Module	Length	2013/14 dates
1 Role of the Elected Member <ul style="list-style-type: none"> - Code of conduct - Changing face of local government (localism) - Community Leadership and communication with electorate (social media) - Effective Relationships with officer and partners 	7 hours total	March/ June 2013 April 2013 Spring 2013, July 2013 April 2013
2 Communication Skills for the Elected Member <ul style="list-style-type: none"> - Chairing Skills/ Effective listening/questioning techniques/Resolving conflict - Presentation skills/ Influencing Skills 	4 hours total	February 2013 August 2013
3 Quasi-Judicial skills <ul style="list-style-type: none"> - HR Appeals (Written) - Role Planning Committees - Understanding Legal Challenges 	10 hours total Members complete 2 out of 4	May 2013 May 2013 June 2013
4 Scrutiny and Challenge <ul style="list-style-type: none"> - Overview and Purpose of Scrutiny - Improving Scrutiny – sharing good practice 	4 hours total	July 2013
Total	25 hours	

NB: these events are incorporated in the 2013/14 programme, Appendix 5.

Needs identified for 2013/14 from member Personal Development Plans

Political skills area and PDP needs	Suggested solution to meet this	Int/Ext	No.
Communication skills			
Active Listening	External session also covering assertiveness and motivating people and teams (for 6 people)	Ext	2
Assertiveness training	External session also covering assertiveness and motivating people and teams	Ext	2
Casework system	Supervised video learning session	Int	2
Chairing skills	Accredited Course	Ext	2
Conflict Management and Negotiation Skills	Accredited Course	Ext	1
File Management	1-2-1 meeting with council officer	Int	1
Influencing and persuading	Accredited Course	Ext	1
Internet training	1-2-1 with council officer in ICT	Int	1
Interviewing and questioning skills	E-learning	Int	1
Managing stress	E-learning	Int	1
Media and Press relations	Internal session with Comms officer	Int	2
Social media	Accredited Course	Ext	8
Using SMART Devices- blackberry's and IPADS	Internal session with ICT officers	Int	3
Motivating people	External session also covering assertiveness and motivating people and teams	Ext	2
NLP	CWD course	Int	3
Presentation training/public speaking	Accredited Course	Ext	4
Desk top Publishing - members would like to assist or create newsletters for their ward	External course	Int	4
Member would like more support with outlook	1-2-1 with council officer in ICT	Int	1
Member would be interested in an advanced communications skills eg. RADA class	Options to be investigated as RADA options too expensive- funded through contingency	Ext	1
Speed reading	Booking on external course (Globe)	Ext	1
Local leadership			
Community Engagement	Accredited Course	Ext	2
Community Safety	Internal event	Int	1
Localism - Members would like and overview	Accredited Course	Ext	3
Neighbourhood Planning - members would like briefing from officer or publications	1-2-1 session with officer	Int	2
Partnership working			
Fire	Partnership event by Fire Authority	Ext	1
Health issues around alcohol and health and wellbeing	Course through Public Health Team	Int	2
Housing members would like to understand the housing issues locally and how properties are allocated	Whitefriars Event	Ext	3
Member Officer relationships	1-2-1 with senior officer / member	Int	1
Safeguarding Children	E-learning and corp parenting course	Int	2
Safeguarding Adults	E-learning and corp parenting course	Int	4
Corporate parenting - with insight into process and guidelines used	Internal event to support e-learning	Int	1
Political understanding			
LGA Leadership Academy BAME	Formal LGA offering if available	Ext	1
LGA Leadership Academy Graduate course	Formal LGA offering if available	Ext	1
LGA Leadership Academy Sport course	Formal LGA offering if available	Ext	1
Current local and national policies	Met via published material	Int	2
LGA Leadership Academy health and wellbeing	Formal LGA offering if available	Ext	2
Member would like to shadow/spend some time with appropriate officer to look at corp plan for each directorate	1-2-1 to be arranged	Int	1

Political skills area and PDP needs	Suggested solution to meet this	Int/Ext	No.
Welfare Reform Act -Members would like the following:- -Information that simplifies key areas -how this will impact on cost of social care in Coventry for adults and children -would like information on how act impacts on children and single mothers - training required on impact of Act on disability, mental health and other vulnerable groups	External Event	Ext	4
Regulation and monitoring			
Data Protection and freedom of information	Workshop/drop-in session for members	Int	2
Finance - members would like to understand why the budgets are set out that way and how various funding is received. What are income streams at local and national level	Internal session to be ran by Finance	Int	3
Judicial review	Accredited Course	Ext	3
Lone working	E-learning	Int	3
Planning and Localism - member would like more information on Planning changes in respect of the localism act	Officer led session	Int	1
Project prince training - member thinks project management skills would assist in role in SB and other review groups	CWD course	Int	2
Procurement training - members would like briefing on any changes to procurement process	External Event + briefing internally	Ext	3
Planning - members would like briefing on: -new legislation -New local /national planning rule s introduced Committee refresher	Internal and external events and visits	Int and Ext	2
Member would like briefing to all members on valid objections and protocols for non-approach to committee members	Briefing to be provided to all members	Int	1
HR. Appeals Refresher	Accredited Course	Ext	2
Equality and Diversity	e- learning/condensed course	Int	2
Audit Committee training for all member on committee	Solution to be decided following feedback from Audit commission and will be met via contingency amount	Ext	6
Health and Safety Training	e- learning/condensed course	Int	3
Update for members on the social value act and its impact on LA's and how they purchase goods and series	Scrutiny briefing	Int	1
Scrutiny and challenge			
Member would like additional scrutiny training on questioning skills and getting the best from scrutiny	Accredited	Ext	2
Would like scrutiny support to investigate effectiveness of outside bodies	Advise scrutiny or request	Int	1
Total needs expressed			114

Training programme potential solutions to meet needs 2013/14

Training solution	Ext/ Int	Included in accredited programme	Demand from PDP's	Est./ actual no. of attendees	Date in 2012/ 2013	Est. cost	Est. Cost per person
MANDATORY TRAINING AND DEVELOPMENT FOR ALL RELEVANT MEMBERS							
Code of Conduct externally supported via accreditation	Ext	✓	0	15 members still need training	March and June	375	n/k
Health and Safety (e-learning)	Int	N/A	3	3	May/June	0	0
Equality and Diversity Awareness (e-learning)	Int	N/A	2	any outstanding/ refresher	May/June	0	0
Safeguarding Adults (e-learning)	Int	N/A	4	refresher offered	dependent on member	0	0
Safeguarding Children(e-learning)	Int	N/A	2	refresher offered	dependent on member	0	0
Condensed session for H&S, E&D, Fire & Safeguarding to be delivered by CWD	Int	N/A	11	mandatory alternative to e-learning	TBC	0	0
Planning Training for Committee Members	Int	N/A	N/A	12	May/June 13	0	0
Licensing Act 2003 Training	Ext	N/A	N/A	12	May/June 13	1,012	84
HR Appeals Training Part 1*	Ext	✓	2	refresher	May/June 13	375	n/k
HR Appeals Training Part 2*	Ext	✓	2	refresher	May/June 13	375	n/k
DISCRETIONARY COURSES TRAINING AND DEVELOPMENT							
Communication							
1 day course covering Active Listening, Assertiveness training and Interviewing and questioning skills	Ext	N/A	6	open to all members	Sep-13	1,000	167
Chairing Skills/ Effective listening/questioning techniques/Resolving conflict	Ext	✓	5	open to all members	Feb-13	375	75
Presentation training and influencing course	Ext	✓	4	open to all members	Aug-13	375	93.75
IPAD and equipment Smart training	Int	N/A	3	3	Jan-12	0	0
Managing stress(e-learning)	Int	N/A	1	1	TBC	0	0
Media and Press relations	Int	N/A	2	2	TBC	0	0
Community Leadership and communication with electorate (social media)- community engagement	Ext	✓	10	open to all members	by March 2013	375	38
Neuro Linguistic Programming	Int	N/A	3	3	TBC	0	0
Desk top Publishing - members would like to assist or create newsletters for their ward	Ext	N/A	4	4	TBC	500	125
Supervised outlook session	Int	N/A	3	3	Jun-13	0	0
Speed reading	Ext	N/A	1	1	TBC	200	200
Political understanding							
LGA Conference (Manchester)- 5 Places + accommodation	Ext	annual event	5	5	2-4 July 13	4,000	800
LGA Leadership Academy BAME	Ext	N/A	1	3	Jan-14	300	100
LGA Leadership Academy Graduate Course	Ext	N/A	1	1	Aug-13	250	250
LGA Leadership Academy Sport course (subsidised)	Ext	N/A	1	1	TBC	0	0
LGA Leadership Academy Health and Wellbeing	Ext	N/A	2	2	TBC	0	0
LGA Leadership Academy - Children	Ext	N/A	0	TBC	TBC	0	0
Welfare Reform Act - Impact on vulnerable groups	Ext	N/A	4	open to all members	TBC	519	129.75
Local leadership							
CRM system via Adobe Connect	Int	N/A	2	open to all members	when live	0	0
Community Safety	Int	N/A	1	open to all members	TBC	0	0
Changing face of local government (localism)	Ext	✓	3	open to all members	Jul-13	375	125
Neighbourhood Planning - Briefing from officer or publications	Int	N/A	2	2	Apr-13		

Training solution	Ext/ Int	Included in accredited programme	Demand from PDP's	Est./ actual no. of attendees	Date in 2012/ 2013	Est. cost	Est. Cost per person
Partnership working							
Fire Authority Session	Ext	N/A	1	open to all members	TBC	0	0
Public Health Session including issues around alcohol and health and wellbeing	Int	N/A	2	open to all members	May-13	0	0
Joint Housing members event with Whitefriars	Int	N/A	3	open to all members	Jun-13	0	0
Member Officer relationships	Ext	✓	1	open to all members	Jul-13	187.5	n/k
Corporate Parenting event via CLYP	Int	N/A	7	open to all members	Jul-13	0	0
Regulating and monitoring							
Data Protection and freedom of information	Int	N/A	4	4	TBC	0	0
Finance and Funding -	Int	N/A	3	3	Apr-13	0	0
Lone working (e-learning)	Int	N/A	3	3	dependent on member	0	0
Planning and Localism - member would like more information on Planning changes in respect of the localism act	Ext	N/A	1	1	dependent on member	0	0
Project prince training - member thinks project management skills would assist in role in SB and other review groups	Int	N/A	2	2	dates tbc via CWD	800	400
Procurement training - members would like briefing on any changes to procurement process	Ext	N/A	3	3	Apr-13	0	0
Planning Summer School	Ext	annual event	2	2 (Chair +new member)	Aug/Sept	1,600	800
The role of Planning Committee	Ext	✓	1	open to all members	Jun-13	187.5	n/k
Judicial review - understanding legal challenges externally supported via accreditation	Ext	✓	3	open to all members	Jul-13	375	125
Scrutiny and challenge							
Improving Scrutiny – sharing good practice	Ext	✓	2	open to all members	Jul-13	375	n/k
Overview and purpose of Scrutiny including procedures	Ext	✓	1	open to all members	Aug-13	375	n/k
Scrutiny support to investigate effectiveness of outside bodies	Int	N/A	1	1	Apr-12	0	0
Additional solutions for those who have requested ICT related training							
Internet and Intranet session	Int	N/A	1	1	ASAP	0	0
File Management	Int	N/A	1	1	ASAP	0	0
Workshop how to use e-learning	Int	N/A	N/A	open to all members	ASAP	0	0
Outlook support	Int	N/A	1	1	ASAP	0	0
Other costs							
Travel expenses						500	
Catering/venue costs						1,800	
Contingency Budget for eg, possible Audit Committee training requirements and RADA course			6			4,500	
Group budget** for LGiU, LGA events, travel, Westminster briefings etc.							
Option A						4,000	
Option B						3,000	
Total demands in training budget Option A						£24,919	
Total demands in training budget Option B						£23,919	
Estimated underspend (option B)						£172	



Coventry City Council

Briefing note

To: Scrutiny Co-ordination Committee

23rd January 2013

Subject: Census 2011 - Identifying Ward Level Census Data

1 Purpose of the Note

- 1.1 To request Scrutiny Co-ordination Committee identify three or four elected members to work closely with officers to identify summary information from the 2011 Census and the Household Survey to be most useful for a Members briefing on individual ward levels.

2 Recommendations

- 2.1 Scrutiny Co-ordination Committee is recommended to:
 - 1) Identify three or four elected members to work closely with officers to identify summary information from the 2011 Census and the Household Survey to be most useful for a Members briefing on individual ward levels.
 - 2) Identify the best way to disseminate this information to elected members.

3 Information/Background

- 3.1 In August 2012 Scrucoco were presented with some headline information from the 2011 Census and also from the Household Survey, with the request that Members identified further information they would like when the more detailed data was released by the Office for National Statistics.
- 3.2 In December 2012 Members received a briefing note with key points from the city wide 2011 census data available. (Appendix 1)
- 3.3 On January 30th 2013 all data from the 2011 Census will be available at Ward level. All of this data is available at <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>
- 3.4 It was felt that Members would find it useful to have information from their ward, but due to the vast quantity and detail of information available from the Census it was decided that some filtering and summarising would be required.
- 3.5 To enable elected members to make best use of the data available, it was proposed that a small group of elected members identified which information, and at what detail would be of most use to other elected members.
- 3.6 It is envisaged that the work should be completed in one short meeting.
- 3.7 The complete Census 2011 information will still be available from <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html> and members of the Corporate Research Team will be able to support members with any specific requests for data on their wards.

Gennie Holmes
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Census 2011 Data Released for Coventry

On 12th December 2012, the Office for National Statistics released the latest analysis of the Census 2011 data - in this case counts, percentages and ranks for each of the specific questions asked in the Census for each local authority in England and Wales. Full details can be found on the ONS excellent website <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>

In this bulletin we discuss these new figures both in terms of change from 2001 and in terms of differences between Coventry and the rest of England and Wales. A single summary spreadsheet containing Coventry figures for all of the indicators in this release: comparisons to Coventry 2001, to England for both 2001 and 2011 and to Warwickshire and West Midlands Met County is available here <http://www.facts-about-coventry.com/uploaded/documents/Summary%20Tables.xls>

1. Demography

Population Density - as the population in Coventry has risen by 14,100 since 2001 and the City itself has not grown, the population density must have gone up - and it has from 30.5 persons per hectare in 2001 to 32.1 in 2011. This ranks Coventry as the 50th most densely populated place in England and Wales (out of 347 Local Authorities).

Marital and civil partnership status - the change marital status in England since 2001 is reflected in Coventry figures. The proportion of people who declare themselves single has risen in Coventry from 34.3% in 2001 to 40.1% in 2011 (in England the rise was 30.2% to 34.6%). The proportion of the population who are married has also gone up - 40.5% in 2001 to 41.8% in 2011. Coventry has proportionally less married people than England as a whole - 40.8% compared to 46.6 - but this is largely due to the unusually large numbers of the population in Coventry who are mostly-unmarried students aged 18-24. Again mirroring the national trend the proportion of the population who are widows has gone down from 8.7% in 2001 to 6.8% in 2011.

Living arrangements - the proportion of persons married or living in a registered same-sex civil partnership has gone down as the numbers of single people has gone up - from 46.3% in 2001 to 40.2 in 2011. This again is the same reduction as has happened in England as a whole although 45.9% of the population in England in 2011 were living in married or same-sex civil partnership households. Cohabiting has also gone up (2001, 9.4% - 2011, 10.6%) although this 2011 proportion is 1.1% less than the England figure. The proportion of the population who live alone has increased from 26.6% in 2001 to 31% on 2011 - again mirroring the national trend (England 23.1% in 2001, 25.8% in 2011).

Household composition - Coventry's relatively youthful population makes it that in 2011 a lower proportion of the population live in single pensioner households than in England as a whole (11.9% compared to 12.4%) but this number has come down to 11.9% from 14.8 in 2001 (the England figure has also come down by 2% over this period). The proportion of households comprising a single family with dependent

children and a lone parent has increased from 8.3% in 2001 to 9.6% in 2011 - again following the national pattern.

Adults not in employment and dependent children households - the proportion of households where there are dependent children and no adults in work has fallen from 6.5% to 6% in 2011 - following the pattern for England.

2. Ethnicity, Identity, Language and Religion

Ethnic group - the proportion of Coventry's population that are White British has reduced from 78.3% in 2001 to 66.6% in 2011 - more than the reduction for England (87% in 2001 to 79.8% in 2011). The proportion of the population who are Irish has fallen too from 3.5% in 2001 to 2.3% in 2011. The proportion of persons in Coventry with Asian/Asian British: Other Asian ethnicity increased from 0.6% in 2001 to 2.4% in 2011 - some 7,658 persons. Nationally this group increased from 0.5% to 1.5%. The proportion of Coventry's population who are of Black/African/Caribbean/Black British: African origin increased from 0.6% in 2001 to 4% in 2011. No other ethnic groupings increased by more than 1%.

National identity - this indicator was new for 2011 and examines UK national identity in the context of newly devolved nations as well as having options for British and Other. Respondents were allowed to tick as many boxes as applied. No data from 2001 are available. 54.1% of persons in Coventry were described as English Only, 38.1% did not identify themselves as having an English identity. 21.2% were of British only identity. 70.6% did not tick British.

Country of birth - in 2011, 75.8% of people were born in England compared to 82.4% in 2001. Persons born in Northern Ireland reduced from 0.8% to 0.6%, in Scotland from 2.2% to 1.5%, in Wales from 1.6% to 1% and Ireland from 2.6% to 1.8%. Those born in "Other Countries" increased from 9.2% to 14.7%

Passports held - in 2011, 16.8% of Coventrians held no passport (16.1% England). 70.4% held a UK passport (75.8% England) and 4.8% held a passport from another EU country (3.6% England). 1.9% held African passports (1% England), 4.4% Middle East and Asia (2.1% England).

Household language - 86.4% of households in Coventry have every person in that household with English as their first language (England 90.9%). In 8.7% of households in Coventry no person has English as their first language (4.4% England)

Religion - in 2011, 53.7% of persons in Coventry were of the Christian faith, a reduction of 11.6% from 2001. In England the reduction was 12.3% to 59.4% in 2011. The only other change of a declared faith greater than 1% was Muslim which went up from 3.9% to 7.5%. The proportion of the population declaring they have no religion rose from 15.1% to 23% (England 14.6% 2001, 24.7% 2011). This Census data release included a very detailed picture of the diversity of faiths represented in Coventry including (persons) 32 Baha'i, 17 Druid, 98 Jain, 359 Pagan, 46 Rastafarian, 436 Ravidassia, 13 Satanist, 196 Spiritualist, 22 Taoist, 60 Wicca, and 38 Zoroastrian.

3. Health

Health and provision of unpaid care - the 2011 Census changed the way questions about health were asked and as a result, few comparisons between

Census's are available. In Coventry, 82.3% of people are not limited in their daily activity by poor health (England 82.4%) whereas 8.7% are limited a lot (8.3% England). 46% say their health is very good (47.2% England) and 1.4% say it is very bad (1.2% England). In terms of unpaid care for another person, the percentage of the population providing 0-19 Hours of care per week reduced from 6.7% 2001 to 6.1% 2011 (England 6.8% 2001 6.5% 2011) but those caring for 20-49 hours and 50+ hours increased from 1.1% to 1.5% and 2.1% to 2.5% respectively (1.1% - 1.4% and 2% - 2.4% respectively for England)

4. Housing and Accommodation

Dwellings, household spaces and accommodation type - Coventry has 11,343 more dwellings in 2011 than in 2001 taking the total up to 133,696. 1,819 additional Detached houses have been built increasing the proportion of detached houses from 9.8% in 2001 to 10.3%. There are 2,422 less terraced houses (now 43% from 48.9% in 2001).

Tenure - there has been a dramatic shift in the nature of property tenure since 2001. The proportion of properties owned with a mortgage has fallen to 31.3% from 38.2% in 2001. This has been mirrored with an increase in all rented categories but markedly in the category private rented from 8.7% in 2001 to 19% in 2011.

Rooms, bedrooms and central heating - the Office for National Statistics (ONS) changed the categories used to measure these indicators and so Census to Census comparisons for the Central Heating indicator is not available. 3.6% of households in Coventry had no Central Heating in 2011. The proportion of households in Coventry that ONS categorises as being overcrowded (which score a rating of -1 or over in the ONS's Occupancy rating) rose from 8.1% to 9.5% between 2001 and 2011.

Car or van availability - the number of cars and vans in Coventry rose by 13,731 from 2001 to 2011 - to a total of 129,661. The proportion of households with no access to a car or van is 32.2% a reduction of 0.9% from 2001.

5. Qualifications

Qualifications and students - the number of Coventry's population that has no qualifications fell sharply between 2001 and 2011 - by 6,646 persons and now these 60,799 persons make up just 23.9% of the valid population. The proportion of the population who now have the highest level of qualifications (to degree level of equivalent) rose from 16.7% to 23%.

6. Labour Market

Economic activity - Coventry has fewer full-time workers and more part-time workers in 2011 than in 2001. The proportion of people working full-time fell from 39.3% in 2001 to 36.5% in 2011 whereas the proportion of part-time workers rose from 10.9% to 12.9% over the same period. Self-employment rose by 1% to 6.2%. The proportion of Students in the population grew from 12.4% to 15.8% adding up to 36,668 in 2011. The proportion of the population that is retired fell by 0.6% to 12% in 2011. The proportion of the population who are unemployed increased from 4% to 5.4% over the period - 12,532 persons. Within the 16-24 year old population, those who are unemployed increased from 1.1% to 1.5% adding up to 3,521 in 2011. By 2011, the numbers of persons who has never worked had risen to 2,394 comprising

1% of the valid population (0.5% in 2001). 4,872 persons were long-term unemployed in 2011 - 2.1% of the population up from 1.2% ten years before.

Economic activity - males and females - ONS supplies details of labour market indicators with male and female splits. Detailed analysis of this is outside the scope of this bulletin, but noteworthy points are

- only small (0.8%) increase in females in part-time employment meaning that the overall increase in this category is largely amongst men (2.9% up to 6%)
- Male unemployment rose from 5.3% to 6.6% - whereas female unemployment rose from 2.6% to 4.2% over the same period
- Self employment amongst men rose from 7.8% to 9.1% but for women this was 2.5% to 3.2%
- The proportion of the Male population who are retired stayed exactly the same over this period (10.5%) but for women decreased from 14.7% in 2001 to 13.5% in 2011.
- The proportion of Men and Women who are long term unemployed and who have never worked increased over the period (2.1% to 3.5% Males, 1.2% to 2.8% Females)

Hours worked - ONS has changed the categories used to publish data for hours worked from those used in the 2001 Census - so Census to Census comparisons are not possible at this time. Coventry has broadly the same proportions of people working up to 15 hours per week and from 16-30 hours worked per week as England and England and Wales. However 61% work 31-48 hours more than Warwickshire (58.1) West Midlands Met County (59.7%) and England (57.6%)

Industry - ONS has also changed the categories used to publish data for the proportions of the Coventry working population working in particular industrial sectors - so Census to Census comparisons are not possible at this time. Notable departures from the pattern for England are:

- Education (17.8% in Coventry - 15.1% in England),
- Professional, scientific and technical activities (4.2% Coventry - 6.6% England),
- Information and communication (1.9% Coventry - 2.7% England),
- Transport and storage (3% Coventry - 2.2% England),
- Construction (1.3% Coventry - 2.0% England).

It is worthy of note that the proportion of the population engaged in Manufacturing in Coventry is the same as for England in 2011 (4.8%) but less than for Warwickshire and the West Midlands Metropolitan County (both 5.6%).

Occupation - The proportion of the population in Coventry who are Managers, directors or senior officials has dropped from 13.6% in 2001 to 9.1% in 2011 (this is mirrored for England which has see a reduction from 18.7% to 13.3%). Those in Professional occupations has risen (12% - 15.1%) - again following the national trend. The proportion in Skilled trades occupations has fallen from 20.7% in 2001 to 17.3% in 2011 - whilst for England this proportion has remained the same. More Coventrians work in Caring, leisure and other service occupations than in 2001 (3.5% in 2011 compared to 2% in 2001) more in Sales (7% in 2011 compared to 4.6% in 2001), fewer in Process, plant and machine operative roles (14.5% in 2011 compared to 16.9% in 2001) and more in Elementary occupations (13.6% in 2011 compared to 16.9% in 2001).

Occupation - males and females - ONS supplies details of occupation with male and female splits. Detailed analysis of this is outside the scope of this bulletin, but noteworthy points are

- The rise in professional occupations is marked for Women who's proportion has gone up from 8.6% in 2001 to 17.2% in 2011.
- The proportion of women who are in Associate professional and technical occupations fell from 13.2% to 10.1% in 2011 - whereas for men this stayed the same at 11.4% (11.3% in 2001)
- A similar pattern is evident looking at Administrative and secretarial occupations which fell from 23.3% in 2001 to 18.9% in 2011 - again whilst the male proportion remained the same at 5.3% (5.4% in 2001)
- The proportion of women working in Caring, leisure and other service occupations rose from 12.9% to 16.9% over this period whereas for men this rise was from 2% to 3.5%.

National Statistics Socio-economic Classification (NS-SEC) - in general terms, Coventry has fewer of its population in the highest SEC classification than England (7.5% compared to 10.4%) although for both Coventry and England this has increased since 2001. ONS helpfully splits this category into two sub-groups. In Coventry as in England as a whole the proportion of the population in the Large employers and higher managerial and administrative occupations category has fallen (Coventry 2.4% in 2001 and 1.5% in 2011, England 3.5% in 2001, 2.4% 2011) whereas the proportion categorised as Higher professional occupations rose from 4.1% in 2001 to 6.0% in 2011 (England 5.1% to 8%). The proportion of the Coventry population in the Lower managerial, administrative and professional occupations category increased from 15% in 2001 to 16.1% in 2011 following the trend for England. The same can be said of Intermediate occupations (9.1% in 2001, 12.2% in 2011), Small employers and own account workers (4.7% in 2001, 6.4% in 2011), Semi-routine occupations (13.1% in 2001, 14.7% in 2011), Routine occupations (10% in 2001, 13.24% in 2011), Never worked and long-term unemployed (5.1% in 2001, 7.4% in 2011), Never worked (3.9% in 2001, 5.3% in 2011), Long-term unemployed (1.2% in 2001, 2.1% in 2011) and Students (12% to 15.5%). The only other category to decrease was Lower supervisory and technical occupations which fell from 7.4% in 2001 to 6.9% in 2011.

National Statistics Socio-economic Classification (NS-SEC) - males and females - ONS supplies details of NS-SEC with male and female splits. Detailed analysis of this is outside the scope of this bulletin, but noteworthy points are

- No increase in the proportion of Males in Higher managerial, administrative and professional occupations - but growth in this category for Females (3.3% in 2001 7.5% in 2011) this follows a national pattern where for England the increase was from 4.9% in 2001 to 10.4% in 2011. For both England and Coventry this increase was in the second of the two sub-categories here - Higher professional occupations. The proportion of Women in this category remains lower than Males - 7.5% compared to 9.9%
- Twice the proportion of Women in Coventry work in Intermediate occupations (12.2% compared to Males at 6.4%)
- The increase in Small employers and own account workers noted above is more for women than for men - 2.5% in 2001 to 6.4% in 2011 for Women, 6.9% to 9.3% for men over the same period.
- The proportion of women in the Lower supervisory and technical occupations category rose from 3.9% to 6.9% between 2001 and 2011 whereas for males went down from 10.8% to 9.9%

- For men, the proportion of persons in the Semi-routine occupations category rose slightly from 11.5% to 12.8% while for women the proportion remained the same at 14.7%.
- A bigger proportion (7.4%) of the female population are categorised as Never worked and long-term unemployed compared to males (5.7%)

Much more information can be found on www.facts-about-coventry.com and www.coventry.gov.uk/infoandstats. If you want to know more about consultations currently taking place please see www.coventry.gov.uk/consultations

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Coventry City Council

www.coventry.gov.uk



Coventry City Council

Briefing note

To: Scrutiny Co-ordination Committee

Date: 23rd January 2013

Subject: Establishment of an Olympic Legacy Panel

1 Purpose of the Note

- 1.1 To identify the Membership and terms of reference for an Olympic Legacy Panel as agreed by Cabinet member (Policy, Leadership and Governance) at his meeting on 30th November 2012

2 Recommendations

- 2.1 Scrutiny Co-ordination is recommended to:
- 1) Establish a Scrutiny Panel to identify recommendations for the appropriate Cabinet Member to develop proposals for a lasting Olympics legacy for Coventry from London 2012
 - 2) Agree the membership of the Panel as:
 - Cllr Abbott (Chair – Streets and Neighbourhoods Scrutiny Board)
 - Cllr Bigham (Chair – Scrutiny Co-ordination Committee)
 - Cllr Fletcher (Chair – Wellness, Liveability and Public Health Scrutiny Board)
 - Cllr Howells (Chair – Transport and Infrastructure Development Scrutiny Board)
 - Cllr Lakha (Chair – Jobs, Skills and Growth Scrutiny Board)
 - Cllr M Mutton (Chair – Cabinet Advisory Panel on the 2012 Olympics)
 - 3) Agree the terms of reference as at paragraph 4

3 Information/Background

- 3.1 At his meeting on 30th November 2012, the Cabinet Member (Policy, Leadership and Governance) agreed to the creation of a Scrutiny Panel to identify recommendations to ensure a legacy from being a host city for the London 2012 Olympics. The Cabinet Member recommendations that went to Full council on 4th December 2012 can be found at Appendix 1. The Olympic Legacy Cabinet Member report can be found at Appendix 2.
- 3.2 The report suggested areas for further legacy work to be considered, that weren't already being pursued. The report suggests "legacy challenges" under each area. It is recommended that these headings form the terms of reference for the panel.

4 Draft Terms of Reference

- 4.1 The Olympic Legacy Scrutiny Panel will make recommendations to the appropriate Cabinet Member. These recommendations will be to address the following identified challenges:
- a) City Centre - legacy challenge: how do we continue to attract visitors into the city centre and support high quality, high profile events to enhance Coventry's offer to residents?

- b) Coventry Ambassadors – legacy challenge: how do we continue to support, train and develop the city's greatest asset – its people – to continue and enhance the Coventry Ambassadors scheme?
 - c) Community Games - legacy challenge: how do we continue to support and develop the Community Games initiative with no funding allocated for 2013/14 onwards?
 - d) City look and feel – legacy challenge: how do we continue to enhance the look and feel of the city in the future?
 - e) Plus any other area of Olympic legacy that the panel feel should be considered.
- 4.2 The Panel will be mindful of concurrent work already being delivered to support the London 2012 Olympic legacy to avoid duplication, but will take advantage of information and research already available, such as the evaluation report.
- 4.3 The Panel will seek advice from City Council officers, officers of partner organisations, as well as to call witnesses from interested groups, as deemed necessary.
- 4.4 At their first meeting the panel will agree the Chair, dates, frequency and timescales for the meetings.

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Agenda Item 17
Recommendations from
Cabinet – 20th November 2012

15. London 2012 in Coventry – Legacy of the Games

Further to Minute 14/12 above, the Cabinet Member considered a report of the Chief Executive and the Director of City Services and Development which indicated that Members had requested that Coventry's commitment to the opportunities offered through the London 2012 Olympics should leave a lasting legacy for the city. A number of themes had emerged as key areas for development and further exploration in terms of an Olympics legacy for Coventry. Some of these could be achieved more quickly and easily than others, and some would require significant resourcing. A summary of some of the areas that could be explored further were detailed in the report.

A key role for the Cabinet Advisory Group was to ensure that work carried out for London 2012 had a lasting legacy for the city. Detailed evaluation work on all key Olympics related initiatives and activities had been carried out so that Members could understand the implications of developing and continuing the success of London 2012 in Coventry in the future.

The report detailed Legacy work now underway which included city centre improvements, tourism and marketing and sports and leisure activities. While some work was well under way to build on Olympic successes, others were less defined at this stage, and it was proposed that a new Cabinet Advisory Group was established to ensure that the Council learnt from and builds on some of the city's greatest successes over the summer.

The Cabinet Member and officers congratulated those involved in the public realm works and the positive impact it had had for the people of Coventry and future events and discussed the importance of the legacy work.

RESOLVED, that after due consideration of the report and the matters raised at the meeting the Cabinet Member (Policy, Leadership and Governance) recommends:

- 1) The report be referred to Full Council for consideration in view of the significance of Coventry being an Olympic co-host city, along with the Olympics Evaluation report, together with any additional comments**
- 2) An endorsement be recommended to Council that a Scrutiny Panel for Olympics Legacy rather than a Cabinet Advisory Group be established and proposals be developed for a lasting Olympics legacy for Coventry, reporting back to the appropriate Cabinet Members with specific recommendations. The membership and terms of reference of the Panel to be determined by Cabinet Members, in consultation with the Chair of Scrutiny Co-ordination Committee.**

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Public report

Cabinet Member, Policy, Leadership and Governance

Cabinet Member (Policy, Leadership and Governance) 30 November 2012
Council 4 December 2012

Name of Cabinet Member:

Cabinet Member (Policy, Leadership and Governance) – Councillor John Mutton

Director Approving Submission of the report:

Chief Executive,
Director of City Services and Development

Ward(s) affected:

all

Title:

London 2012 in Coventry – Legacy of the Games

Is this a key decision?

no

Executive Summary:

The city of Coventry played a unique role in helping to deliver a successful London 2012 Olympic Games. As a co-host city for the Olympic football tournament, home of the regional Cultural Olympiad project Godiva Awakes and host for a torch relay evening event and Paralympic Flame event, Coventry was the centre for more Olympics activity than any other city outside London.

Throughout the period leading up to, during and after the Olympics officers have monitored and evaluated the impact of games related initiatives and activity which has shown that from an overall investment of less than £5million contributed by Coventry City Council (including public realm work) London 2012 in Coventry delivered an overall benefit to the city and surrounding area of over £50million.

As well as this, Members have always been clear that Coventry's commitment to the opportunities offered through the London 2012 Olympics should leave a lasting legacy for the city. A number of themes have emerged as key areas for development and further exploration in terms of an Olympics legacy for Coventry. Some of these can be achieved more quickly and easily than others, and some could require significant resourcing. This report includes a summary of some of the areas that Members may wish to explore further.

Recommendations:

That Cabinet Member (Policy, Leadership and Governance):

1. Refers the report to Full Council for consideration in view of the significance of Coventry being an Olympic co-host city, along with the Olympics Evaluation report, together with any additional comments
2. Recommends an endorsement to Council that the Cabinet Advisory Group for Olympics Legacy is established and develops proposals for a lasting Olympics legacy for Coventry, reporting back to Cabinet Member (Policy, Leadership and Governance) with specific recommendations. The membership and terms of reference of the group will be determined by Cabinet Member, in consultation with the Chair of Scrutiny Co-ordination Committee.

That Council:

1. Considers any comments from the Cabinet Member (Policy, Leadership and Governance)
2. Endorses that the Cabinet Advisory Group for Olympics Legacy is established and develops proposals for a lasting Olympics legacy for Coventry, reporting back to Cabinet Member (Policy, Leadership and Governance) with specific recommendations

List of Appendices included:

None

Other useful documents:

Draft Olympic Assessment November 2012 - Corporate Research Team, Coventry City Council

www.coventry.gov.uk/london2012

www.africa-inspires.com

"Inspiring the Games" www.london2012.com

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?

Yes – 4 December 2012

Report title: London 2012 in Coventry – Legacy of the Games

1. Context (or background)

Members' commitment to maximising the potential of London 2012 in Coventry was formalised in January 2011, when Cabinet and Council approval was given for funding and support for a number of Games related initiatives. These included:

- Ensuring all roads were in a good state of repair, and no roadworks took place in the run up to or during the games
- Good signage to the Ricoh, station, city centre etc
- Dressing key routes in and out of the city and to the Ricoh Arena
- Identifying key areas to dress, including floral and plant displays with an Olympics theme
- Improvements to the city centre in order to provide the best possible setting for visitor entertainment during the games and for a lasting legacy of the games for Coventry people
- Working with residents to ensure that visitors to Coventry during the games got the warmest possible welcome, were looked after well during their visit and get a positive impression of the city and its people during their stay here
- Programming a series of events during the games in and around the city centre
- Maximising the benefit of the street lighting PFI work to the areas key to the events

1.2 Members ensured robust governance arrangements were in place through the establishment of a Cabinet Advisory Group, led by the Chair of Scrutiny Board 2 and supported by the Cabinet Members for Culture, Leisure and Sport and Libraries, City Services and City Development. The Olympics work programme was led by the Director of City Services and Development, and a programme board, chaired by the Chief Executive included partners from across the city, government and LOCOG (the London Organising Committee of the Olympic Games).

1.3 A key role for the Cabinet Advisory Group was to ensure that work carried out for London 2012 had a lasting legacy for the city. Detailed evaluation work on all key Olympics related initiatives and activities has been carried out so that Members could understand the implications of developing and continuing the success of London 2012 in Coventry in the future. The evaluation report is being considered in a separate report to Cabinet Member (Policy, Leadership and Governance).

2. Options considered and recommended proposal

2.1 The draft Olympics assessment report (see separate evaluation report) highlights a number of initiatives linked to London 2012 activities in the city which have had a positive impact on residents and visitors.

2.2 Legacy work now underway:

2.3 City centre improvements

Although investment in city centre public realm improvement was made in order to support ongoing regeneration of the city centre, they were completed in time for the Olympics, and ensured that visitors and residents alike enjoyed better public spaces, greenery and lighting and improved routes from the railway station to the city centre. As a result a second phase of public realm improvements has now been approved by Members that will see further improvements across the city centre.

2.6 Tourism and Marketing

The economic impact analysis of hosting Olympic football events identified that 14,262 paid accommodation visits were generated in Coventry and the surrounding area.

In addition to media coverage the following activities helped to raise the profile of the city:

- Over 870 of the worlds media, journalists and photographers attended Olympic Football across the eight match days
- A peak of 2,154 twitter followers followed @Coventry2012
- A new, innovative London 2012 in Coventry smartapp was launched across seven platforms achieving more than 60,000 downloads from over 150 countries.
- 7,871, video views on You Tube www.youtube.com/coventry2012games
- 614 likes on Facebook www.facebook.com/coventry2012.

The most popular source of information during a visit was the Coventry Olympic website (44% of respondents). Other sources used were Coventry Ambassadors (23%), local media (22%), 2012 publications (19%), pocket map (16%), smartphone app (14%) and Visit Coventry website (11%).

A successful marketing group, led by the Council, saw all key partners across Coventry and Warwickshire work together on a number of marketing initiatives, including a city centre map, Games Time Guide, train station advertising and events listings. This group will continue to work together to ensure that, as far as possible, the city takes a joined up approach to marketing, sharing and pooling limited resources to continue the work of raising the profile of the city, including the Tours and Trails initiative.

Tours started in May and continued until Heritage Open Weekend in September. They were led by tour guides Pru Porretta, Coventry's modern day, Lady Godiva, Roger Bailey official blue badge guide and Coventry's St George, and local music historian Pete Chambers. The tours proved very popular, attracting just over 400 visitors throughout the summer.

Members are also leading work on tourism and marketing through a working group established by Scrutiny with a brief to develop a tourism strategy for the city.

2.7 Sport and leisure activities

Survey work shows that 22% of residents/family members questioned had been inspired to take part in more sport and leisure activities as a result of the Olympics. Young people wholeheartedly embraced the opportunities offered, with 95% of Coventry schools registering on the Get Set network, a national LOCOG initiative to encourage schoolchildren to get involved in the Games.

An emerging vision and strategy for sport for Coventry is now being developed. The impact of the Olympic Games has played an important part in the development of draft key objectives, which will be launched for consultation early next year. The draft objectives include commitments to:

- Bring all clubs and organisations together to work as one and make sport available for all
- Encourage all people to take part in and regularly enjoy sport
- Offer a variety of sports and give people the encouragement and support they need
- Support the unsung heroes who volunteer, coach and help others enjoy sport
- Give people the right sporting facilities and equipment in the right places
- Attract and host a range of high-profile sporting events
- Find, train and encourage the sports stars of the future
- Use sport to raise Coventry's profile as a great place to live, work and visit

2.8 Other Legacy issues to be considered

While some work is well under way to build on Olympic successes, others are less defined at this stage, and it is proposed that a new Cabinet Advisory Group is established to ensure that the Council learns from and builds on some of the city's greatest successes over the summer.

2.9 City centre

Footfall in the city centre was seen to receive a boost during Olympic football events. Since the recession footfall has struggled, currently being down 2.9% for the year so far (week 41) against the previous year. During Olympic football game day's footfall rose in the city centre in total 1.2% against 2011 and 3.3% against the previous week.

During Games Times Broadgate hosted an award winning International Market, offering a range of food and goods from around the world. During this period footfall across the city centre was up 3%. The positive impacts were clear to see with footfall in Upper Precinct (the most obvious walkway to Broadgate) up 11%.

Legacy challenge: how do we continue to attract visitors into the city centre and support high quality, high profile events to enhance Coventry's offer to residents?

2.10 Coventry Ambassadors

As part of London 2012 more than 330 Coventry Ambassadors (575 applicants) were recruited and trained to welcome visitors to the city and provide visit and tourist information (being based at key city centre locations and in the last mile leading up to the City of Coventry Stadium).

Ambassadors supported days 44 and 45 of the Olympic Torch Relay, 12 matches of Olympic Football from 25 July to 9 August and the Paralympic Flame Celebration event on 25 August. In total 14,000 hours were volunteered by Coventry Ambassadors during the Olympics. The equivalent of £163,800, when estimating the economic value of volunteers (Volunteering England, number of hours times by average local rate of pay, £11.70 for Coventry).

The work of the Coventry Ambassador scheme not only supported the Olympic events, but also helped develop the volunteers, with 83% of Coventry Ambassadors stating that they had personally gained from the experience (such as feeling appreciated, increasing confidence, gaining experience, pride and making new friends). In addition 97% of Ambassadors rated their experience as very good or excellent, 100% stating they would consider volunteering again and 99% said they would recommend the Coventry Ambassadors to family and friends.

Since the Olympics, the work of the Coventry Ambassadors has continued with over 80 Coventry Ambassadors continuing in their role for the city's half marathon event.

Legacy challenge: how do we continue to support, train and develop the city's greatest asset – its people – to continue and enhance the Coventry Ambassadors scheme?

2.11 Community Games

The Coventry Community Games initiative was launched in July 2011 by the Council to enable local communities to celebrate London 2012. It offered grants of up to £1,500 to not for profit organisations to plan and stage their own mini Olympic event.

By the end of October 2012, 27 Coventry Community Games Funded projects had taken place, with 7,903 people taking part in an event, at a total cost of £38,490.

Coventry's Community Games Fund was highlighted as best practice across the country and the initiative has been rolled out on a national scale, due to the success in the West Midlands.

Legacy challenge: how do we continue to support and develop the Community Games initiative with no funding allocated for 2013/4 onwards?

2.12 City look and feel

£270,000 of LOCOG funding helped to transform the city over the summer: 700 lamp post banners, 40 flags, seven privet footballers and giant building wraps dressed the city. After the Games the lamp post banners were donated to local schools and community centres, and sold to raise money for the Lord Mayor's The Heart of England Community Foundation; £2,000 has been raised.

The Olympic rings on the roundabout next to the City of Coventry stadium proved to be one of the biggest talking points of the Games; much loved by both residents and visitors. The image of the rings against a backdrop of the "Welcome to Coventry" bridge wrap was used countless times in TV broadcasts, and hundreds of visitors to the stadium had their pictures taken by the rings during the Games.

However, LOCOG instructed all Olympic co-host cities to remove the rings immediately after the games as they represent the trademark of the International Olympic Committee which is managed in the UK by the British Olympic Association. There has been some disappointment both locally and nationally about this and discussions are on-going to see if it is possible to change this decision.

The widespread publicity about LOCOG's decision prompted a number of people to contact the Council and local media with a range of suggestions about public art that could be installed on the roundabout to replace the rings.

The majority of the 700 lamp-column banner arm brackets that were installed during the Olympics have been left in situ and officers are currently in discussions with the company that own them to explore options for use for future city dressing and income generation (by selling banners on a commercial basis).

There is no budget to pay for banners and installation at present although the space could be sold on a commercial basis or used for promoting events organised by partner organisations.

Legacy challenge: how do we continue to enhance the look and feel of the city, including iconic pieces of public art such as the Olympic rings, in the future?

2.13 Recommendations

That Cabinet Member (Policy, Leadership and Governance) recommends

:

Recommendations:

Recommendations:

That Cabinet Member (Policy, Leadership and Governance):

1. Refers the report to Full Council for consideration in view of the significance of Coventry being an Olympic co-host city, along with the Olympics Evaluation report, together with any additional comments
2. Recommends an endorsement to Council that the Cabinet Advisory Group for Olympics Legacy is established and develops proposals for a lasting Olympics legacy for Coventry, reporting back to Cabinet Member (Policy, Leadership and Governance) with specific recommendations. The membership and terms of reference of the group

will be determined by Cabinet Member, in consultation with the Chair of Scrutiny Co-ordination Committee.

That Council:

1. Considers any comments from the Cabinet Member (Policy, Leadership and Governance)
2. Endorses that the Cabinet Advisory Group for Olympics Legacy is established and develops proposals for a lasting Olympics legacy for Coventry, reporting back to Cabinet Member (Policy, Leadership and Governance) with specific recommendations

3. Results of consultation undertaken

- 3.1 Consultation with residents, partners and key contributors (such as Coventry Ambassadors) has played a key part in developing the evaluation work which will contribute to the development of legacy issues. This has included survey work, both face to face and through questionnaires carried out both locally and across the region.

4. Timetable for implementing this decision

- 4.1 It is recommended that the Cabinet Advisory Group is established and meets from January 2013.

5. Comments from Director of Finance and Legal Services

- 5.1 Financial implications

Financial implications

The package of financial support agreed by Members in January 2011 included a significant investment in public realm improvements, part of the Council's long term commitment to regenerate the city centre. Half of the cost of public realm improvements - £3.5million - was secured through ERDF funding.

Coventry City Council contribution:

£3.5m – public realm
£450,000 – Godiva Awakes (Cultural Olympiad)
£210,000 – events programme
£40,000 – Coventry Ambassadors
£30,000 – Community Games
£130,000 – venue infrastructure
£400,000 – environmental improvements and safety
Total Council contribution: £4,760,000

Locog/ODA/GOE/government/other contributions:

£3.5m - public realm
£270,000 – Look and feel (city dressing; banners, Olympic Rings etc)
£2.3million – Godiva Awakes (£500,000 Arts Council, rest private sector contribution)
£120,000 – Live Site screen
£1million – A444 bridge, stairways
£194,878 - Last mile (including mobile CCTV cameras)

£126,640 - S278 highway works
£32,760 - other highway improvements
£13,460 – Ambassador mini bus and mobility shuttle service
£12,606 – Mobility shuttle
Total external funding contribution: £7,570,344

The full programme was delivered in budget.

5.2 Legal implications
None relevant

6. **Other implications**
None

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities

6.2 The evaluation report shows that London2012 in Coventry supported many of the Council's core aims. It contributed to the prosperity of the city, encouraged many to try new sports and healthy activities. Public realm improvements and city dressing made the city a more attractive place to be and residents' levels of pride in their city increased.

6.2 How is risk being managed?

None relevant

6.3 What is the impact on the organisation?

Continued resourcing from staff across the Council to ensure that the evaluation work is used effectively to develop a legacy strategy for the city, particularly through officer support of the proposed Cabinet Advisory Group

6.4 Equalities / EIA

The Olympic Games provided an opportunity for Coventry to celebrate its diverse communities, and communities across the city came together to support the Olympics in a number of ways. The Paralympic Flame celebration was led by Coventry Partnership's equalities theme group. The many community events and activities included: the Paralympic Flame celebration led by Coventry Partnership's equalities theme group that promoted disabled sports; the Coventry Pink Picnic and Sports Day organised by Coventry and Warwickshire Friend and Coventry City Council's LGBT network; and the organisation and provision of a multi-faith chaplaincy service for visitors to the city during the games. The legacy challenge needs to continue to promote equality of opportunity for Coventry's residents and build cohesion between different people and communities in the city.

6.5 Implications for (or impact on) the environment

None relevant

6.6 Implications for partner organisations?

Partnership working was a key element of the success of London 2012 in Coventry, and as work continues on developing a successful legacy for London 2012, they will continue to play a vital part.

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Cabinet Member (Strategic Finance and Resources)
Scrutiny Co-ordination Committee

5 December 2012
23 January 2013

Name of Cabinet Member:

Cabinet Member (Strategic Finance & Resources) – Councillor Duggins

Director Approving Submission of the report:

Director of Customer & Workforce Services

Ward(s) affected:

None

Title:

6 month (April – September 2012) Cumulative Sickness Absence 2012/2013

Is this a key decision?

No

Executive Summary:

To enable Cabinet Member (Strategic Finance & Resources) to monitor:

- Levels of sickness absence for the 6 month period from April – September 2012.
- The actions being taken to manage absence and promote health at work across the City Council

Recommendations:

Cabinet Member is asked:

To receive this report providing sickness absence data for the 6 month period of April September 2012 and accept the actions taken to monitor and manage sickness.

Scrutiny Coordination Committee is asked:

To note the first 6 months absence figures and to support the actions taken to monitor and manage absence and promote health at work.

List of Appendices included:

Appendix 1 – Coventry City Council – Days Lost per FTE 2004 - 2012

Appendix 2 – Directorate Summary Out-turn (2011/2012 and 2012/2013)

Appendix 3 - Reasons for Absence – (April - September 2012)

Appendix 4 – Days Lost per FTE, by Directorate (April – September 2012)

Appendix 5 - Coventry City Council Percentage Breakdown of Absence (April – September 2012)

Appendix 6 - Coventry City Council Spread of Sickness Absence (By Length of Days) – (April – September 2012)

Appendix 7 and 8 - Summary of Occupational Health & Counselling Services Activities Undertaken – (April – September 2012)

Other useful background papers:

None.

Has it or will it be considered by Scrutiny?

Yes, Scrutiny Coordination Committee 23 January 2013.

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:

6 Month (April – September 2012) Cumulative Sickness Absence

1. Context (or background)

- 1.1 Annual and Quarterly Information is based on full time equivalent (FTE) average days lost per person against the FTE average days per person available for work. This is the method that was previously required by the Audit Commission for annual Best Value performance indicator reporting. The City Council continues to use this method to ensure consistency with previously published data.
- 1.2 This report gives the cumulative sickness absence figures for the Council and individual directorates.

2 Performance and Projections

2.1

FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2011/12 – Qtr 2	3.69	4.09	2.30
2012/13 – Qtr 2	4.05	4.46	2.63

Annual FTE Average Days Lost	All Employees	All Employees (except teachers)	Teachers
2012/13 Projected	9.31	10.00	6.80
2012/13 Target	8.50	9.13	6.30

2.2 Indicative Cost of Sickness Absence

The indicative cost of sickness absence is calculated using a range of 12 separate salary bands (or levels) to produce an average daily cost of sickness for each band. These banded daily costs are then mapped against the projected sickness outturn to produce a total cost of sickness.

The table below shows the indicative cost of sickness for 2012/13 using this method of calculation.

2012/13	All Employees	All Employees (except teachers)	Teachers
Annual Cost	£13.2m	£9.1m	£4.1m
Annual Target Cost	£12.8m	£9.1m	£3.7m
Difference	£0.4m	£0.0m	£0.4m

The Quarter 2 projected annual cost of sickness absence for all employees' stands at £0.3m above the target cost. This is broken down into all employees except teachers projecting £0.1m below target and teachers projecting £0.4m above target cost.

3 Reasons for Absence

3.1 Appendix 3 Illustrates that:

- The most incidents of sickness absence across the City Council in April – September 2012 is Stomach, Liver and Gastroenteritis accounting for 1584 occasions. The amount of *time* lost through Stomach, Liver and Gastroenteritis was 4,329.44 days.
- The amount of *time* lost through Stress, Depression, and Anxiety was 9,155.36 days, making it the highest cause of time lost. However, it is not possible to differentiate between personal stress and work related stress.
- The second and third most prevalent reasons for time lost due to sickness absence were Other Musculo-Skeletal Problems (8,386.94 days) and Stomach, Liver and Gastroenteritis (4,329.44 days).

3.2 A comparison of year on year figures across the authority reveals that

- Quarter 2 (ending September 2009) out turn was 4.53 days (average sick days lost per full time equivalent employee),
- Quarter 2 (ending September 2010) out turn was 4.47 days (average sick days lost per full time equivalent employee),
- Quarter 2 (ending September 2011) out turn was 3.69 days (average sick days lost per full time equivalent employee),
- Quarter 2 (ending September 2012) out turn was 4.05 days (average sick days lost per full time equivalent employee),

When comparing this Quarter 2 (2011/12) out turn with last years in the same period, it (2012/2013) reveals that:-

- There has been an increase of 7,815.81 working hours lost.
- A reduction of £22,556.59 in respect of cost of absence.
- A reduction in the number of occurrences by 336.
- An increase in the total days lost per FTE by 1025.73 days.
- Stress has increased by 895.74 days.
- Musculoskeletal has increased by 1,474.28 days.

- Infections, colds and flu have increased by 148.75 days.
- Chest, respiratory, chest infection had reduced by 258.77 days.

3.3 Frequent and Long Term Absence

3.3.1 Appendix 5 provides the breakdown between frequent and long-term absence levels during April – September 2012.

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

3.4 Dismissals through Promoting Health at Work Corporate Procedure

During April – September 2012, there has been a total of 19 dismissals in accordance the Promoting Health at Work Corporate Procedure. 4 dismissals have been ill health retirement and 15 dismissals have been where the City Council cannot continue to sustain the level of sickness absence.

4. Options considered and recommended proposal

4.1 Activities during Quarter 2 from the HR Health & Wellbeing Team

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

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

4.1.3 The Health & Well Being Team have also implemented the following proactive strategies to support the authority to reduce levels of sickness absence in 2012/13:

- Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4 meetings having to take place before a decision is made about an employees continued employment.
- A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.
- Training is provided to managers to support dealing with both practical and procedural issues. An ongoing programme of training in carrying out return to work interviews and Promoting Health at Work meetings is taking place across the Council as a whole. During Quarter 2 over 50 managers/supervisors and team leaders undertook training
- Training has allowed managers the opportunity to refresh their knowledge and understanding of taking an absence call, conducting effective return to work

meetings and understanding the rationale for making reasonable adjustments in the work place to facilitate an employee's return to work.

- 4.1.4 A number of service areas hold regular 'sickness summits' on a bi-monthly, quarterly or as needed basis.

These serve as a useful mechanism to ensure absence levels remain a high priority and are well-managed for all parties, with the aim to reduce these levels for the Council and to enable services to be cost-effectively delivered to the public.

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

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

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

4.2 Be Healthy Be Well Initiative

The Be Healthy Be Well initiative is joint project between the Health & Well Being Team and Occupational Health & Counselling Support Team which was launched in January 2012. The primary aim of the initiative is to act as central source of information and encourage Council employees to get Fit and Healthy in 2012 and beyond.

Various activities and events have been taking place as part of the initiative in the second quarter

- Coventry Sports Foundation & Coventry Sports Trust provided free gym/activity passes to Council staff.
- Continued promotion of Free football sessions – provided by the Sky Blues outreach project
- Launch of the 12 week cut price fitness programme by the Sports Foundation & Sports Trust for Council staff as part of the Be Healthy Be Well initiative. The programme provided Council staff with the opportunity to attend

discounted classes like – Swimming, Indoor Football, Zumba, Badminton, Cycling, Boxercise, Pilates, Table Tennis, BoxFit, Squash & Spinning Classes

- Health Eating Event delivered by Cook & Eat Well – Council staff were provided with the opportunity to obtain information on healthy eating, health meal preparation and cooking demonstrations
- British Military Fitness (BMF) offered one week's free training
- Coventry University Sports Centre offered Coventry City Council employees a membership to their exclusive CU Active Fitness Suite. The early riser membership allowed staff to have a workout before work at half the normal cost.
- The English Table Tennis Association provided the Council with a mini table tennis table to use – this was located in the Contact Centre for staff to use in their own time
- Promoted the Back to Netball campaign – discounted sessions for staff
- Continuation with publication of the very popular & informative monthly Be Healthy Be Well newsletter
- Discounted Badminton & Zumba classes were extended for staff

4.3 Activities during Quarter 2 from the Occupational Health Team

The Occupational Health and Counselling team provide a vital role in supporting the management of sickness absence process. Some of the key issues the team led on during the second quarter of 2012/13 were:-

- **The Stress Audit** programme has been further developed and the questions improved, which should encourage the use of the Audit in managing stress in the workplace.
- **A new Carer Support Group**, for all those employees who have responsibility caring for someone, i.e., through disability, is now available at the Occupational Health and Counselling Unit.
- **The Retirement Course** has been promoted in support of the ER/VR Programme
- **Mental Wellbeing Policy and Guidelines** were agreed and training for managers has been rolled out to management teams.
- **The Emotional Resilience and Managing Change** training and support programme has continued to be promoted.

- **A Wellbeing Event** was carried out for Cardinal Newman School and was very positively evaluated. This contributes to maintaining the SLA.
- **The Cancer Buddy Scheme** has been consolidated - there are 8 Cancer Buddy volunteers who have been mentored and supported by one of the counsellors. However there have been no requests for a Buddy so far.
- **Medical and nursing advice** - over Quarter 2 a programme to increase doctors and occupational health advisors dialogue with managers before and after health assessments has continued, to improve the management of sickness absence.
- **Healthy Lifestyles health screening 'drop in' clinics** - monthly health screening clinics are being run on a 'drop in' basis to make it easier for employees to have blood pressure, cholesterol, blood sugar and urine tests, along with fitness assessments and health advice.
- **The Flex and Stretch programme** - which includes desk based exercise and advice has continued for highly sedentary service areas and is ongoing.
- **A five week physiotherapy student mentorship programme** has successfully concluded with a very positive evaluation from the student.

5. **Timetable for implementing this decision**

None.

6. **Comments from Director of Finance and Legal Services**

6.1 Financial implications

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

6.2 Legal implications

There are no legal implications resulting from this report

7. **Other implications**

There are no other specific implications

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

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

7.2 How is risk being managed?

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

7.3 What is the impact on the organisation?

Human Resources

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

Information and Communication Technology

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

Trade Union Consultation

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

7.4 Equalities / EIA

The application of the sickness absence management processes are continually reviewed to ensure compliance with the Council's duty under Section 149 of the Equality Act 2010.

7.5 Implications for (or impact on) the environment

None.

7.6 Implications for partner organisations?

None.

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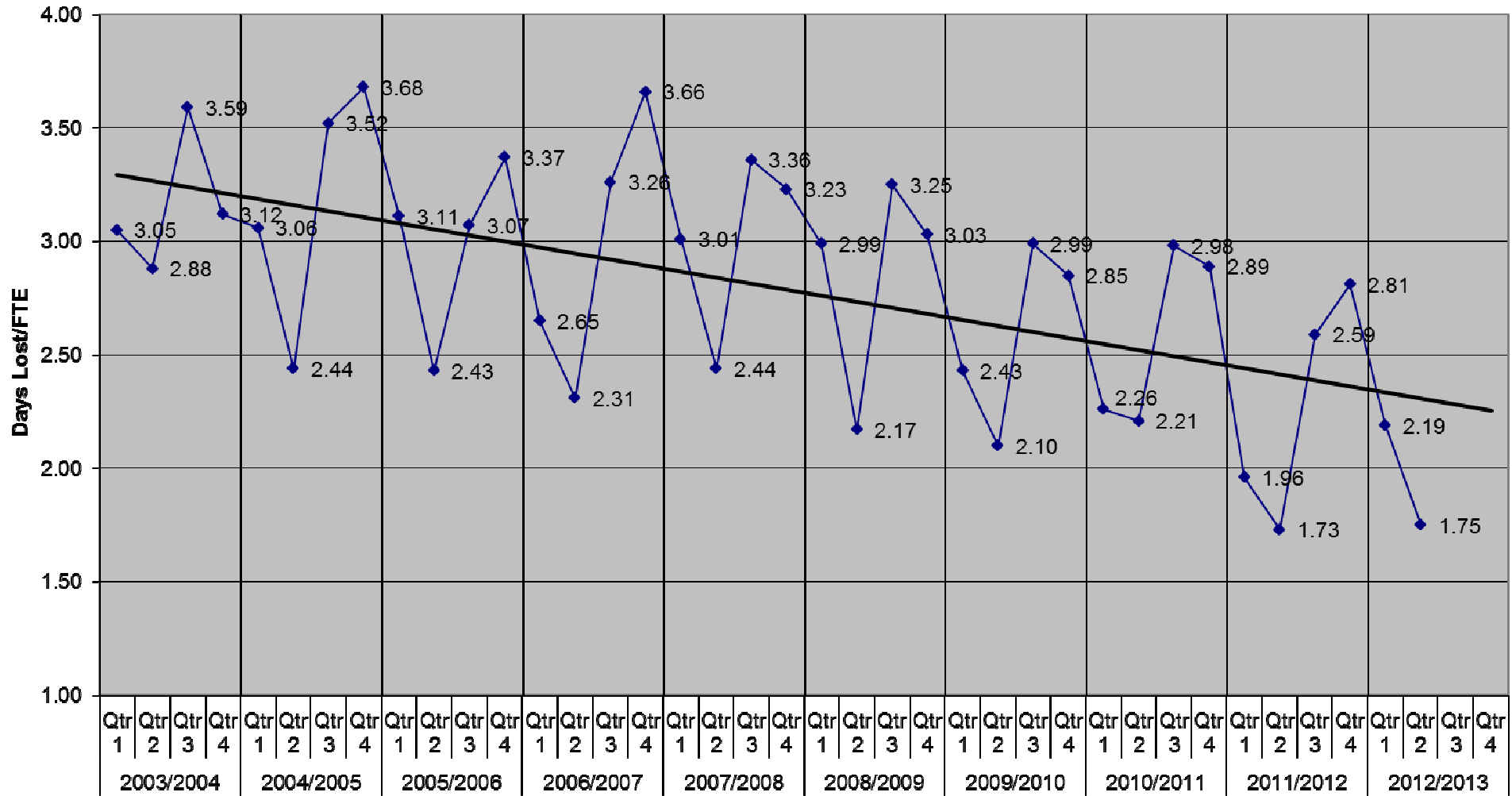
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Coventry City – Days Lost per FTE 2003 - 2012



Coventry City Council

April – September 2012	April – September 2011	Annual Target 2012/13
4.05	3.69	8.5

This demonstrates an increase of 0.36 days per FTE compared to 2011/12.

Chief Executive's Directorate

April – September 2012	April – September 2011	Annual Target 2012/13
1.05	0.66	5.0

This demonstrates an increase of 0.39 days per FTE compared to 2011/12.

City Services & Development Directorate

April – September 2012	April – September 2011	Annual Target 2012/13
5.06	3.71	8.0

This demonstrates an increase of 1.35 days per FTE compared to 2011/12.

Community Services Directorate

April – September 2012	April – September 2011	Annual Target 2012/13
5.37	5.79	11.1

This demonstrates a reduction of 0.42 days per FTE compared to 2011/12.

Children, Learning and Young People Directorate**Centrally Based Employees**

April – September 2012	April – September 2011	Annual Target 2012/13
3.70	4.27	8.75

This demonstrates a reduction of 0.57 days per FTE compared to 2011/12.

Teachers in Schools

April – September 2012	April – September 2011	Annual Target 2012/13
2.30	2.63	6.3

This demonstrates an increase of 0.33 days per FTE compared to 2011/12.

Support Staff in Schools

April – September 2012	April – September 2011	Annual Target 2012/13
4.34	3.65	9.25

This demonstrates an increase of 0.69 days per FTE compared to 2011/12.

Finance and Legal Directorate

April – September 2012	April – September 2011	Annual Target 2012/13
4.23	3.92	8.0

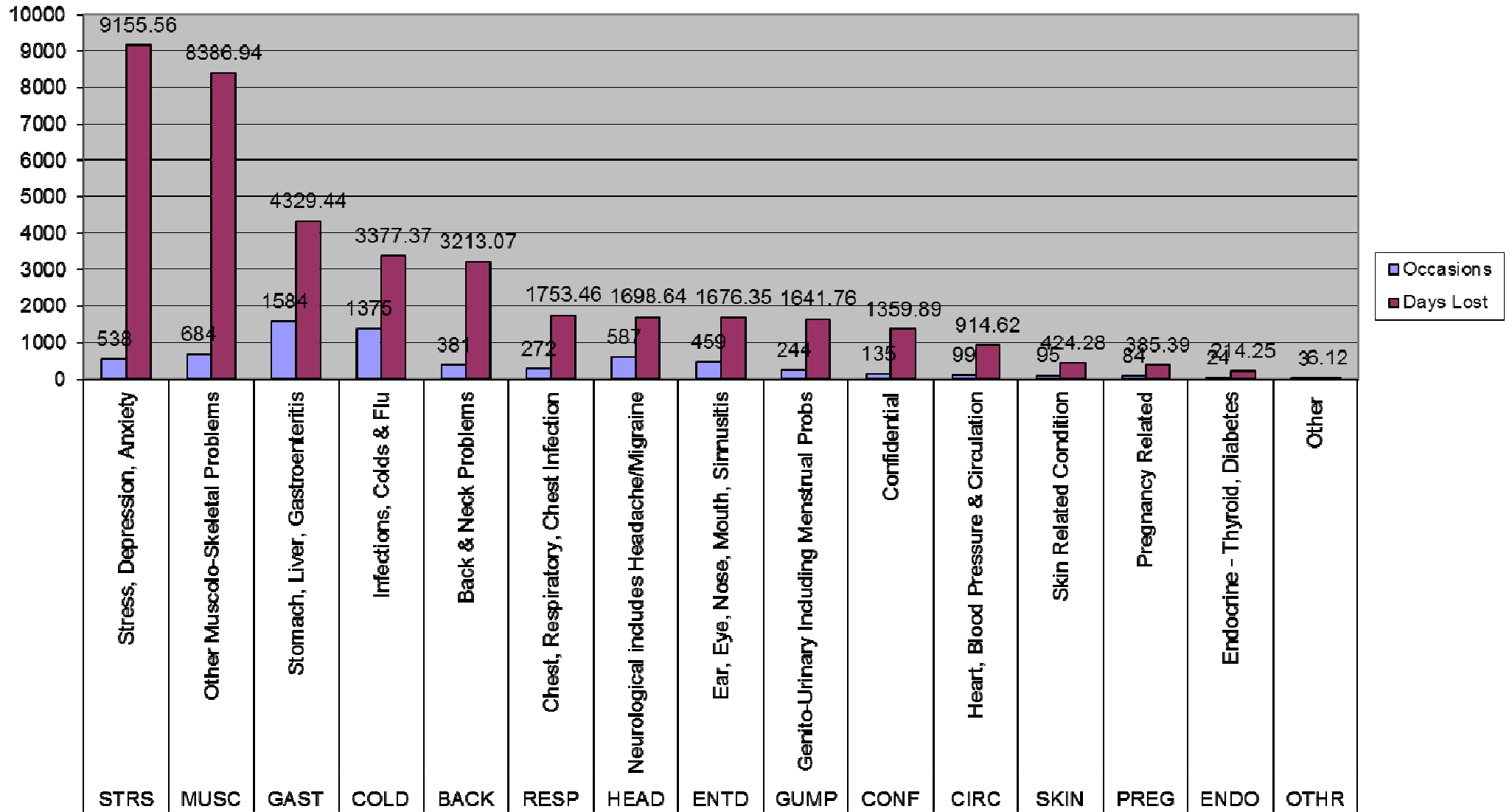
This demonstrates an increase of 0.31 days per FTE compared to 2011/12.

Customer and Workforce Services Directorate

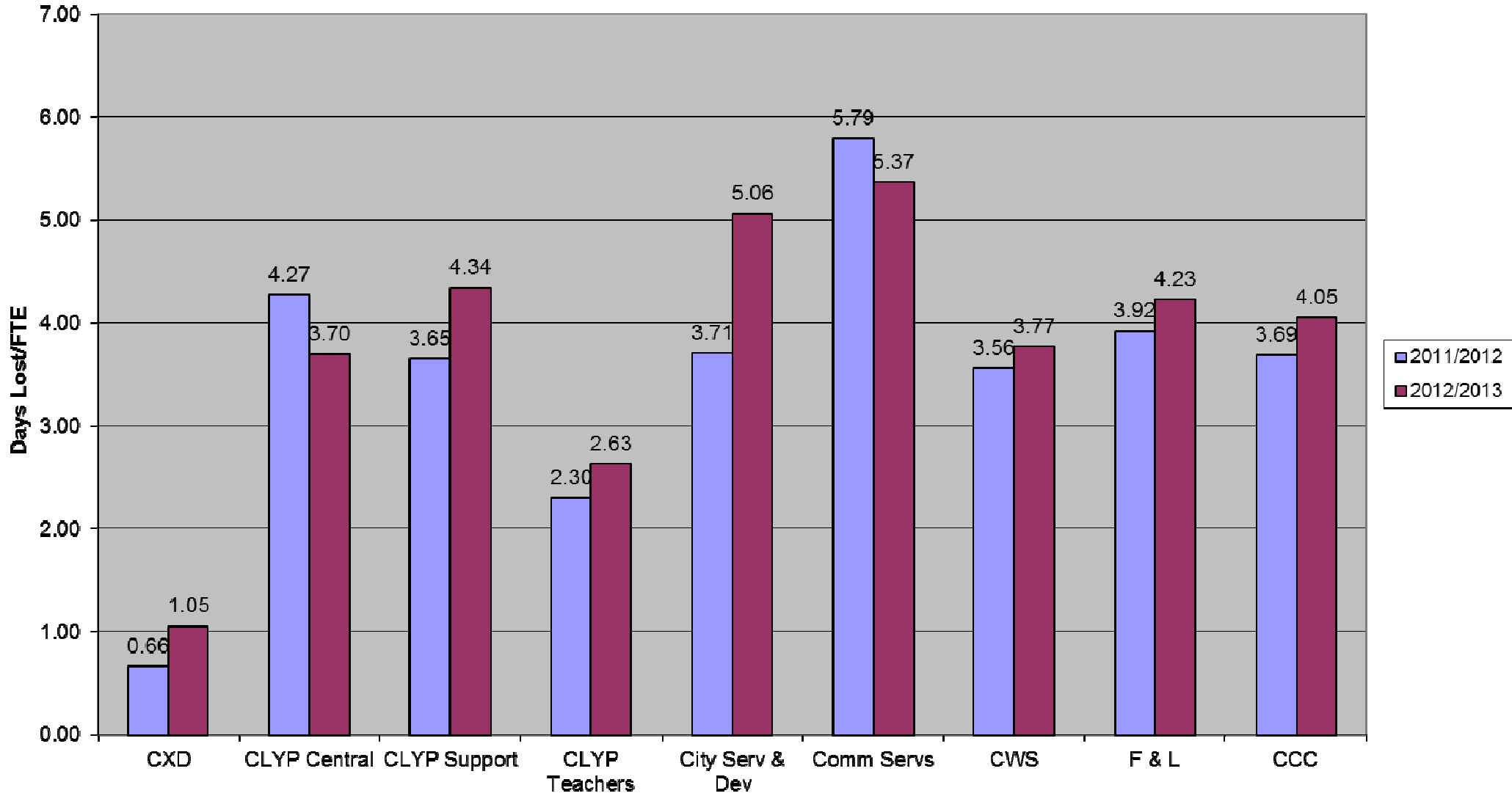
April – September 2012	April – September 2011	Annual Target 2012/13
3.77	3.56	9.1

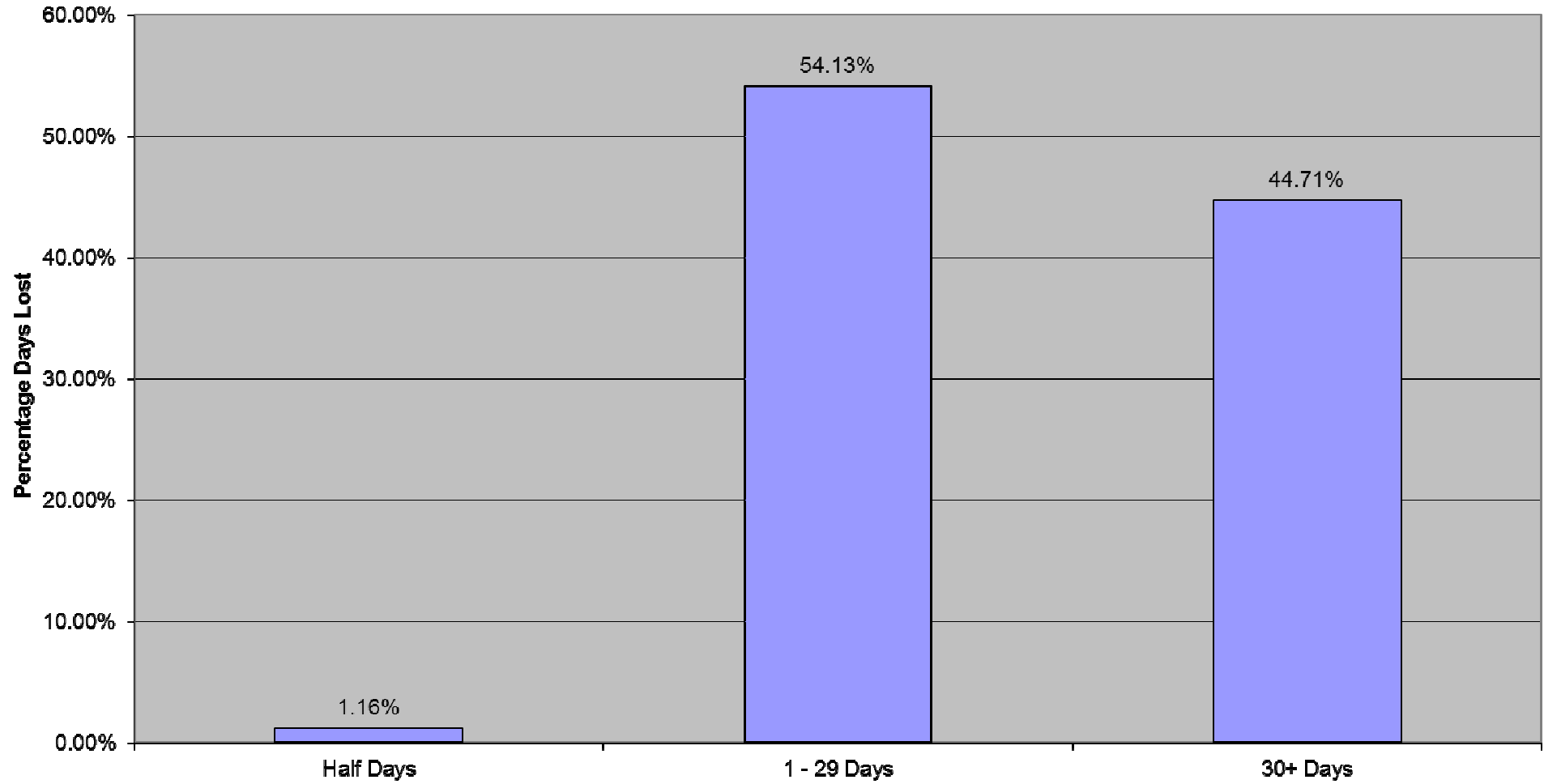
This demonstrates an increase of 0.21 days per FTE compared to 2011/12.

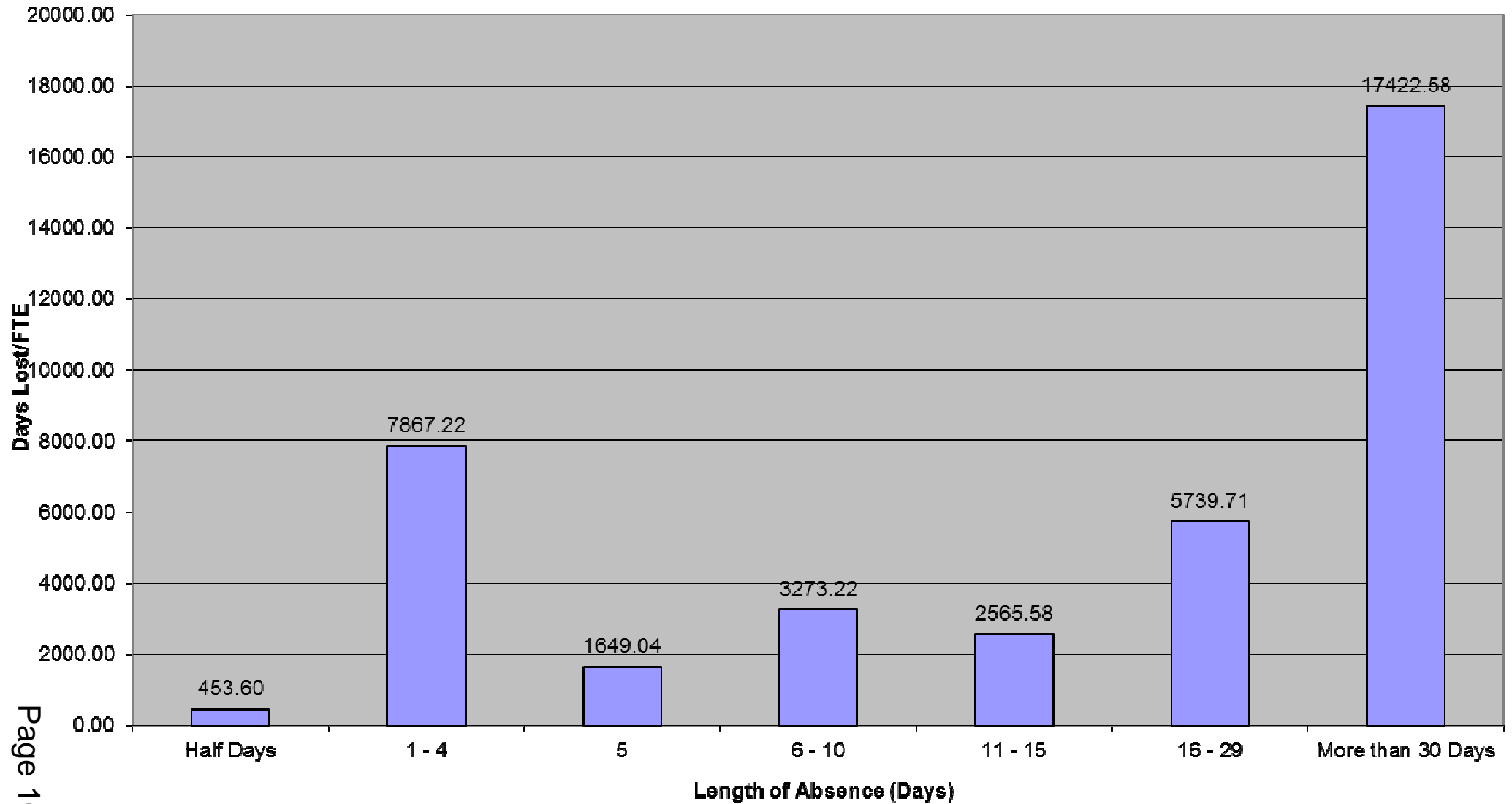
Reasons for Absence April – September 2012



April – September 2011/2012 & 2012/2013 Days Lost per FTE







OCCUPATIONAL HEALTH
Promoting Health at Work Statistics
April 2012 – March 2013

Appendix 7

Activity	April – June 2012	July - September 2012	October – December 2012	January – March 2013	Total for Year
Pre-Employment health assessments	266	324			590
<u>July to Sept 2012</u> From the pre-employment assessments 27 required additional advice and guidance to be given to the employing manager. 31 % of pre-employment forms were processed within 3 working days 97 % clearance slips were returned to the Recruitment Team/School within 3 working days					
Sickness absence health assessments and reviews	323	264			587
Work Related Ill Health Conditions reported/investigated	18	19			37
Work Place assessments carried out	6	10			16
Case conferences carried out	10	5			15
<u>July to Sept 2012</u> 99.5 % of employee ill health referral forms processed within 3 working days 62 % reports sent to HR/schools within 3 working days					
Vision screening and other surveillance procedures	94	50			144
Healthy Lifestyles screens and follow up appointments	674	599			1273
<u>July to Sept 2012</u> From the initial healthy lifestyle screens 75 were identified as having previously unidentified health problems, and required follow up appointments at the OHU and referrals to their GP.					
Self-referrals	3	2			5

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

COUNSELLING SERVICE
Promoting Health at Work Statistics
April 2012 to March 2013

Activity	Apr – Jun 2012	Jul – Sep 2012	Oct – Dec 2012	Jan – Mar 2013	Total for Year
Referrals for counselling	159	104			263
Counselling sessions	632	670			1302
From the employees seen, were associated with work related stress. was related to assault and to bullying. 94% of counselling appointments were offered to employees within 3 working days of being referred All emergency cases were seen on the day of referral					
Mediation	4	2			6
This mediation helped to resolve perceived work related stress issues for an employee who was off sick.					
Anxiety Management group attendance including CBT	4	2			6
Group sessions are an effective and expedient way for employees to address debilitating anxiety states, including panic attacks.					
Numbers trained in effectively managing mental health, stress and interpersonal issues in the workplace	73	57			119
Directorates are using the available training to improve the skills of managers and other employees in effectively managing health at work.					
Stress Risk Assessments (number of employees involved)	51	54			105
Service evaluation					
Number of employees completing questionnaire	44	48			92
Counselling helped avoid time off work (not on sick leave)	27	31			58
Counselling helped early return to work (on sick leave when counselling started)	14	10			24
Did not affect sickness absence	3	7			10

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

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Coventry City Council

Public report

REPORT BACK ON CONFERENCE/SEMINAR

REPORT TO: Scrutiny Co-ordination Committee 23rd January 2013
 REPORT OF: Councillor Lucas, Cabinet Member (Health & Community Services)
 TITLE: LGA Annual Safer Communities Conference: partnership working in a new world
 DATE: 28th November 2012
 VENUE: Local Government House, Smith Square Conference Centre, London

1. Recommendation

Scrutiny Co-ordination Committee note the benefits of attending the conference in particular, the follow up work that officers will do in order to learn from other areas across the country.

2. Background

The LGA host a conference every year. The conference usually takes place over two days but recognising the significant financial challenges that local government is facing, the conference was for one day only.

3. Cost of attending

	Costs Approved by Cabinet/Cabinet Member	Total of Actual Costs
Conference Fees	£199.00 plus VAT x 2	£398.00 plus VAT
Flights		
Additional Travel Expenses	£144.00 (train) x 2	£288.00
Accommodation		
Subsistence		

(NOTE: IF TOTALS ARE SIGNIFICANTLY DIFFERENT PLEASE EXPLAIN WHY.)

4. Benefits

The conference provided the opportunity for Elected Members from across the country and senior Local Authority Officers to hear from a number of high profile speakers including:

- Vera Baird QC, Police & Crime Commissioner for Northumbria
- Stephen Rimmer, Director General from the Home Office
- Councillor Mehboob Khan, Chair, LGA Safer & Stronger Communities Board
- Andrew Larter, Deputy Director, Department of Health
- Simon Marshall, Head of Health & Wellbeing Commissioning, National Offender Management Service

There were also a number of other speakers from different agencies.

The community safety landscape has changed significantly over the last 12 months with the introduction of the requirement for Domestic Homicide Reviews, new tools and powers to deal with anti-social behaviour, reductions in funding, the development of Health and Wellbeing Boards, etc. This will change further over the next 4 years with the introduction of the Police & Crime Commissioner.

There were a number of good examples of work that is taking place across the country which will be followed up by officers. This will enable us to learn from good practice and in some cases, introduce new ways of working. This will particularly relate to:

- The development of local protocols/policies regarding Domestic Homicide Reviews
- Working with the Public Fundraising Regulatory Association (PFRA) to negotiate a local agreement in terms of 'chuggers', ie. when and where they operate locally (including how many)
- Strengthening the links between the Community Safety Partnership and the Health & Wellbeing Board
- Strengthening the linkages between the Joint Strategic Needs Assessment and the Community Safety Partnership Strategic Assessment

List of background papers	
Proper Officer:	Sara Roach, Assistant Director, Public Safety & Housing
Author:	Councillor Lucas
Tel Number:	024 76833402
(Any enquiries should be directed to the above)	
Other contributors:	Nil
Papers open to public inspection	
Description of paper:	Report Back on Conference/Seminar
Location:	CH60

Scrutiny Co-ordination Committee 23rd January 2013

Work Programme 2012/13

For more details on items, please see pages 3 onwards

11th July 2012

- Outside bodies reports back
- Customer Management -Progress report on recommendations of Task and Finish Group
- Coventry Community Safety Partnership Annual Strategic Assessment
- Transformation Programme Partnership Progress Report

8th Aug 2012

- i-Cov post implementation review
- Household survey findings
- Population and Demography 2011 Census

12th Sep 2012

- Fuel Poverty
- Outside bodies progress
- Increasing Primary School Places

10th Oct 2012

- Headline update on progress

7th Nov 2012

- Section 106 and Community Infrastructure Levy

12th Dec 2012

- Council Plan Six Month Performance Report
- Medium Term Financial Strategy
- Transformation Programme Partnership Progress Report
- Benefits half-yearly progress report
- Revenue half-yearly progress report
- Report back on Civic visit to Jinan & Beijing, China

23rd Jan 2013

- Member Training and Development
- Progress on recommendations from Task and Finish group on Services to Schools
- Advice Services review
- Half-yearly report on Sickness absence
- Creation of an Olympic Legacy panel
- LGA Conference report
- Identifying Ward Level Census Data

20th Feb 2013

- Electoral Registration Audit 2012 and changes to registration process
- Business Services review
- LEP – structure and reporting process
- Proposed structure for Community Infrastructure Levy

20th Mar 2013

- Outside Bodies - Charities

17th April 2013

- Items to be identified

Date to be identified

- Review of Communications Strategy
- Review of Bailiffs Guidelines
- Evaluation of process to inform Members of S106 agreement funds

Information to be monitored

- Procurement Strategy progress report
- Delegated Write-Offs 2011/12
- Council Tax Payment Date Change
- Half-yearly report on Agency workers
- Half-yearly report on Sickness absence
- Benefits half-yearly progress report
- Revenue half-yearly progress report

If required meetings:

6th February 2013; 6th March 2013; 3rd April 2013.

Scrutiny Co-ordination Committee Work Programme 2012/13

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
11th July 2012	Outside bodies reports back	Adrian West	Members appointed by the Council to outside bodies are responsible for reporting annually to the Committee on the work of the body. However, the Committee can decide each year which bodies it wishes to receive reports on and this report will offer options about this.	
	Customer Management - Progress report on recommendations of Task and Finish Group	Shokat Lal/ Kevin Malone	The Scrutiny Co-ordination Committee endorsed the recommendations of this Group, one of which was to ask for a further report in 6 months' time (June/July 2012).	Meeting of the SCRUCO on 20 th December, 2011
	Coventry Community Safety Partnership Annual Strategic Assessment	Mandie Watson/ Sara Roach	The Chair of Scrutiny Board 4 requested that Scrutiny Co-ordination Committee considered the Community Safety Partnership Annual Strategic Assessment, due to the wide ranging implications across different scrutiny boards.	Meeting of Scrutiny Board 4 on 28 th March 2012
	Transformation Programme Partnership Progress Report	Mike Coult	Scrutiny Co-ordination Committee oversees scrutiny engagement with the Council's Transformation Programme. The Board will receive regular reports on progress of both the whole programme and individual reviews in order to identify and co-ordinate any areas for further scrutiny work.	Discussions at previous meetings of the SCRUCO
8 th Aug 2012	i-Cov post implementation review	Bev Messinger/ Kevin Malone	The abc 12 month post implementation review to identify successes and lessons learned, also to identify where there have been savings and efficiencies made. Also to update the Board on recruitment to vacancies.	
	Household survey findings	Faye Nichols/ Jenni Venn	To review the key findings from the most recent household survey, and the census to identify any issues for the scrutiny work programme as appropriate.	Report to Cabinet Member
	Population and Demography 2011 Census	Faye Nichols/ Jenni Venn	To review the key findings from the most recent household survey, and the census to identify any issues for the scrutiny work programme as appropriate.	Briefing note

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
12 th Sep 2012	Fuel Poverty	Michael Checkley	Following on from the presentation of the Climate Change Strategy the Board requested further information on what the city was doing to address fuel poverty and the associated consequences. Cabinet Member (Sustainability and Local Infrastructure) will also be receiving a report on this item.	Meeting 29/2/12
	Outside bodies progress	Gennie Holmes	To report back from the working group established at the meeting at the 11 th July meeting, to rationalise the criteria for receiving reports from Outside Bodies to Scruco	Meeting 11/7/12
	Increasing Primary School Places	Ashley Simpson	This item was considered by Cabinet on 14 th August 2012. The Chair attended the meeting and agreed that the decision was urgent and that Call-in should not apply. In accordance with paragraph 4.5.3.1 of the Council's Constitution, the report is presented to the Scrutiny Co-ordination Committee, it being responsible for the overall co-ordination of the overview and management of the Scrutiny function, to inform them of the reasons for urgency. This does not delay the implementation of the decision.	Cabinet 14/8/12
10 th Oct 2012	Heatline update on progress	Andy Williams	The Board requested an update on progress on the implementation of the Heatline project to monitor the risk register and ensure the project is progressing as required	SB4 Meeting 29/2/12
7 th Nov 2012	Section 106 and Community Infrastructure Levy	Mark Andrews	To look at the efficiency of the spend for S106 monies, including what has been spent, what hasn't yet been spent and whether the Council has had to return any. Also the changes through the introduction of the CIL and whether this will have an impact on income	Scruco first meeting 13/6/12
12 th Dec 2012	Council Plan Six Month Performance Report	Carol Dear	The half year performance report for 2012/12 which identified baseline performance information for a key set of headline indicators and looks at the progress that has been made during the first 6 months of this years plan	
	Medium Term Financial Strategy	Paul Jennings	To set the Council's Medium term Financial Strategy	Forward planner

Scrutiny Co-ordination Committee Work Programme 2012/13

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
	Transformation Programme Partnership Progress Report	Adrian West/Carl Pearson	Scrutiny Co-ordination Committee oversees scrutiny engagement with the Council's Transformation Programme. The Board will receive regular reports on progress of both the whole programme and individual reviews in order to identify and co-ordinate any areas for further scrutiny work.	Discussions at previous meetings of the SCRUCO
	Benefits half-yearly progress report	Tim Saville	A regular update on progress on performance in the benefits service	
	Revenue half-yearly progress report	Jan Evans	A regular update on progress on performance in the revenues service	
	Report back on Civic visit to Jinan & Beijing, China	Lord Mayor	A report back on the Lord Mayor's visit to China to attend the 2012 Jinan Cultural Sister Cities Cultural Exchange and Springs Dialogue. Paper only.	
23rd Jan 2013	Member Training and Development	Helen Abraham	The Cabinet Member (Community Safety and Equalities) has requested that this report comes to Scrucro before his Cabinet Member meeting on 31 st January 2013	Cabinet Member (Community Safety and Equalities)
	Progress on recommendations from Task and Finish group on Services to Schools	David Haley Carl Pearson	As per recommendation 9 agreed by Cabinet on 29/11/11, the Board will receive an update on progress on the recommendations from the task and finish group on Services to Schools – to report in Sept/Nov 12	Cabinet 29/11/11
	Advice Services review	June Morley	To look at the review of advice services in the city, and how these changes will be managed.	Scrucro first meeting 13/6/12
	Half-yearly report on Sickness absence	Jon Venn	A regular update on progress on reducing staff sickness across the Council	Agenda briefing 20/11/12
	Creation of an Olympic Legacy panel	Adrian West	A briefing note to establish a panel to identify the way the city can take forward the benefits of the Olympics, as agreed by Cabinet Member (Policy, Leadership and Governance) meeting on 30/11/12	Cabinet Member (Policy, Leadership and Governance)
	LGA Conference report	Sara Roach	A report from the LGA Safer Communities Conference: Partnership working in a new world	
	Identifying Ward Level Census Data	Tim Healey	A request for elected members to support the identification of specific information to further brief all members	

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
20th Feb 2013	Electoral Registration Audit 2012 and changes to registration process	Helen Abraham Liz Read	To report on progress on increasing electoral registration and to assess the impact of the changes required to the registration process. Also an update regarding the issues raised by the Lord Mayors visit to Kiel – an analysis of the questionnaire to see if there are lessons to be learned in improving civic participation in local decision making	Scruco first meeting 13/6/12 and on 8/8/12
	Business Services review	Bev Messinger	To review the effectiveness of the new Business Service 12 months after implementation	
	LEP – structure and reporting process	Martin Yardley	To look at the progress of the Local Economic Partnership, it's creation as an entity and its governance and reporting requirements	Scruco first meeting 13/6/12
	Proposed structure for Community Infrastructure Levy	Mark Andrews	To look at the proposals for the Community Infrastructure Levy before going for wider consultation	Scruco 7/11/12
20th Mar 2013	Outside Bodies - Charities		Report of a task and finish group to identify what charities are available to residents and the best way to disseminate this information.	Scruco first meeting 13/6/12
17th April 2013	Items to be identified			
Date to be identified	Review of Communications Strategy		A review of how effective the Council Communication strategy is, particularly post-Olympics and the management restructure	
	Review of Bailiffs Guidelines	Helen Harding	A review of the policy which provides guidelines to how Council appointed bailiffs deal with vulnerable people.	Chair
	Evaluation of process to inform Members of S106 agreement funds	Mark Andrews	To evaluate the process for informing Members of S106 agreements in their wards. A revised process was requested by the Board at their meeting on 7 th November. A 6 month progress report is planned to come back in June 2013	Scruco 7/11/12
Information to be	Procurement Strategy progress report	Liz Welton	At its meeting in February 2012 the Board made recommendations to the Cabinet Member that there should be	SB1 6/2/12

Meeting Date	Work programme item	Lead Officer	Brief Summary of the issue	Source
monitored			targets identified for the procurement of SME firms. The Chair requested an update on progress on these targets.	
	Delegated Write-Offs 2011/12	Helen Harding	To receive a 12 month update of the position	CM (Strategic Finance and Resources)
	Council Tax Payment Date Change	Helen Harding	To receive a 12 month update of the position	CM (Strategic Finance and Resources)
	Half-yearly report on Agency workers	Jane Crawley	A regular update on progress on reducing the reliance and therefore the spend on agency staff across the Council	
	Half-yearly report on Sickness absence	Jon Venn	A regular update on progress on reducing staff sickness across the Council	
	Benefits half-yearly progress report	Tim Saville	A regular update on progress on performance in the benefits service	
	Revenue half-yearly progress report	Jan Evans	A regular update on progress on performance in the revenues service	

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