



### **Cabinet Member (Strategic Finance and Resources)**

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**Time and Date**

2.00 pm on Monday, 9th September, 2013

**Place**

Council Offices, Earl Street, Coventry, CV1 5RR

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**Public Business**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of Previous Meeting**
  - (a) To agree the minutes of the meeting held on 29th July 2013 (Pages 3 - 6)
  - (b) Matters Arising
4. **Agency Workers and Interim Managers - Performance Management Report Q1 (1 April to 30 June 2013).** (Pages 7 - 20)

Report of the Executive Director, Resources
5. **Updating of Policy for ICT Equipment for Elected Members** (Pages 21 - 28)

Report of the Executive Director, Resources
6. **3 month (April - June 2013) Cumulative Sickness Absence 2013/2014** (Pages 29 - 48)

Report of the Executive Director, Resources
7. **Coventry City Councils Workforce Profile Report for 2012-2013** (Pages 49 - 64)

Report of the Executive Director, Resources
8. **Outstanding Issues**

Nil
9. **Any other items of public business which the Cabinet Member decides to take as matters of urgency because of the special circumstances involved.**

**Private Business**

Nil

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Chris West, Executive Director, Resources, Council House Coventry

Friday, 30 August 2013

Note: The person to contact about the agenda and documents for this meeting is Su Symonds Tel: 024 7883 3069

Membership: Councillor G Duggins (Cabinet Member)

By invitation Councillor J Blundell (Shadow Cabinet Member)

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

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

**Su Symonds, Governance Services Officer**

**Tel: 024 7683 3069**

**Email: [su.symonds@coventry.gov.uk](mailto:su.symonds@coventry.gov.uk)**

# Agenda Item 3a

## Minutes of the meeting of Cabinet Member (Strategic Finance and Resources) held at 2.00 pm on 29<sup>th</sup> July 2013

Present:

Cabinet Members: Councillor Gannon (Chair)

Other Members: Councillors Sawdon

Employees (by Directorate):

Customer & Workforce Services: S. Iannantuoni, L. Knight, S. Lal

Finance & Legal Services: P. Mudhar, J. Murphy

### **Public business**

#### 9. **Minutes ([Minutes](#))**

The minutes of the meeting of the meeting held on 17<sup>th</sup> June 2013 were agreed and signed as a true record.

There were no matters arising.

#### 10. **Declarations of Interest**

There were no declarations of interest.

#### 11. **Access to Payday Loan Websites ([Report](#))**

The Cabinet Member considered a report of the Chief Executive, which set out proposals for steps to be taken to prevent access to payday loan websites from Council owned PC's.

There had been significant recent media coverage regarding payday loan companies, with the Citizen's Advice Bureau (CAB) nationally describing the payday loan industry as 'out of control' following claims of irresponsible lending and harassment.

Some councils had begun to take action against payday lenders by blocking access to online payday loan companies from public computers in its libraries. The software that manages access to the internet through these PC's would enable the Council to filter access to specified websites, typically because they contain illegal, obscene or pornographic material. This software would also enable the Council to block access to payday loan websites.

It was proposed that access to the websites of the top 50 payday lenders identified in the OFT's Compliance Review would be blocked using the software and that the policy be applied to PC's for public use in all Council buildings wherever practically possible, as well as PC's used by Council employees.

**RESOLVED that after due consideration of the report and the matters raised**

at the meeting, the Cabinet Member (Strategic Finance and Resources) instructs officers to put measures in place to :

- (1) Prevent direct access to payday loans websites on all Council owned computers available to the public.
- (2) Ensure that information is available to residents on alternatives to using payday loans websites.

12. **Review A61 ‘Commercialisation and Income Maximisation – Proposed Revisions to the Charging Policy’ ([Report](#))**

The Cabinet Member considered a report of the Director of Finance and Legal Services, which sought approval to changes to the existing Charging Policy, which was approved by the Cabinet on 22<sup>nd</sup> September 2009, based on the work undertaken as part of the Commercialisation and Income Maximisation Review. There were minor changes to reflect new legislation and to allow fees and charges to be subsequently set by relevant sections of the Council to enable the recovery of full costs and charges at a minimum of the average benchmarked figures comparable to neighbouring authorities.

The Finance and Corporate Services Scrutiny Board (1) considered the report at their meeting on 29<sup>th</sup> July 2013 and a briefing note detailing their recommendations was tabled at the meeting. In particular, it recommended that the Cabinet Members receive an annual report on fees and charges in their area, along with proposed increases, decreases or maintained fees amounts. This report should contain the reasons behind these proposals.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Strategic Finance and Resources):**

- (1) Approves the minor amendments to the existing Charging Policy as identified in italics in Appendix 1 to the report.
- (2) Agree that Cabinet Members receive an annual report on fees and charges in their area, along with proposed increases, decreases or maintained fees amounts. This report should contain the reasons behind these proposals.

13. **Apprenticeship Strategy 2011-14 Update ([Report](#))**

The Cabinet Member considered a report of the Director of Customer and Workforce Services, which provided an update on the progress on the Apprenticeship Strategy 2011-14.

In late 2011, the Council launched its first Apprenticeship Strategy. The Strategy was designed to ensure that Managers were aware of the Council’s approach to apprenticeships, their role in supporting the Strategy and the valuable contribution that apprentices can make to organisational performance. The Council set a clear target of having 120 apprentices by March 2014 and over the last 18 months, the Council has made great progress in working towards that target, by appointing 86 apprentices across the authority, and also to fulfilling the wider objectives set out

in the Strategy.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Strategic Finance and Resources) endorses the progress of the Strategy.**

14. **12 Month Cumulative Sickness Absence 2012/2013 ([Report](#))**

The Cabinet Member considered a report of the Director of Customer and Workforce Services, which provided an update on the levels of sickness absence from the year 2012/13 and the actions being taken to manage absence and promote health at work across the City Council.

The report indicated that the annual FTE average days lost outturn for 2012/13 was 9.53 days for all employees against a target of 8.50, with all employees except teachers at 10.20 against a target of 9.13, and with teachers at 7.21 against a target of 6.30. The indicative annual cost of sickness for 2012/13 based on the outturn figures was £13.5m. The report provided a breakdown of the reasons for sickness and the days lost per incident, along with comparator information with other local authorities. The action taken to address the sickness levels across the authority also set out within the report.

In considering the report, it was requested that details of the number of FTE employees in each Directorate be provided in future reports.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Strategic Finance and Resources) note the report providing sickness absence data for the 12 month period of 2012/13 and accept the actions taken to monitor and manage sickness.**

15. **Outstanding Issues**

There were no outstanding issues to report.

16. **Any Other Public Business**

There were no other items of public business.

(Meeting closed at: 2.30 pm)

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9 September 2013

**Name of Cabinet Member:**

Cabinet Member (Strategic Finance and Resources) – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director, Resources

**Ward(s) affected:**

All

**Title:**

Agency Workers and Interim Managers – Performance Management Report Q1 (1 April to 30 June 2013).

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**Is this a key decision?**

No. Although the matter within the Report can affect all wards in the City, it is not anticipated that the impact will be significant and it is therefore not deemed to be a key decision.

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**Executive Summary:**

To provide the Cabinet Member with performance information on the use of agency workers procured through the Master Vendor Contract for the Q1 period 1 April to 30 June 2013; to compare Q4 2012/13 with Q1 2013/14 expenditure. Finally to consider Interim Manager spends for the same periods.

**Recommendations:**

The Cabinet Member is asked to:

1. Require monitoring processes to continue for both Agency workers and Interim Managers
2. Ensure compliance with the corporate policy on the recruitment of Temporary Agency Workers through the Master Vendor, Reed Recruitment and Interim managers through the Preferred Suppliers List
3. Continue to work towards reducing expenditure on the use of agency workers.
4. Approve that future orders are not accepted if no reason is given for the need for the agency worker

**List of Appendices included:**

The information attached in Appendix I shows the total expenditure on agency workers by Directorates for Q1 2013/14 for spends with Reed.

The information attached in Appendix II shows the justification of new orders placed by Directorates for agency workers during Q1 2013/14 for spends with Reed.

The information attached in Appendix III shows in more detail, for Q1, what type of workers are being employed through agencies, the reasons and Directorates' actions in trying to reduce the spend.

Appendix IV shows a diversity breakdown of agency workers under the contract with Reed Recruitment for Q1.

**Other useful background papers:**

None

**Has it or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

No



**Report title:**

Agency Workers and Interim Managers – Performance Mgt Report Q1 (1 April to 30 June) and Interim Managers spends for.

**1. Context (or background)**

The Master Vendor contract requires all agency workers to be ordered through Reed Recruitment and came into force on the 2 May 2011. Reed will supply all suitable agency workers through their own agency or through a 2<sup>nd</sup> tier arrangement with other agencies on behalf of the Council using rates of pay based on an agreed pay policy and a negotiated mark up rate with Reed. The information supplied by Reed on the agency spends gives detailed information on agency worker usage and spends.

**2. Options considered and recommended proposal**

The table in 2.1 below shows a comparison for Q4 for 2012/13 with Q1 2013/14 and indicates if there has been an increase or a decrease in spend. The Master Vendor Contract covers all agency workers with the exception of interim managers for HAY Graded posts and schools.

**2.1 Table for comparison with Q4 2012/13 and Q1 2013/14 Agency Spend.**

<b>Directorate</b>	<b>Spend Q4 2012/13</b>	<b>Spend Q1 1013/14</b>	<b>Increase/decrease</b>
Children Learning & Young People	£233,081	£247,624	Increase
City Services & Development	£197,617	£221,085*	Increase
Community Services	£248,943	£190,129	Decrease
Customer & Workforce Services	£267,966	£260,999	Decrease
Chief Executives	£0	£7,067	Increase
Finance & Legal Services	£222,270	£172,221	Decrease
<b>TOTAL</b>	<b>£1,169,877</b>	<b>£1,099,125</b>	<b>Decrease</b>

*\*please note the spend shown in the appendices will differ due to the off contract spends being added in*

**Directorate Commentary on increased Agency worker Spend for Q1 2013/14****Children Learning & Young People**

The total spend on agency workers this quarter is £244,371 which is an increase of £12,595 on the previous quarter. This is as a result of an increase in workload and the need to cover vacant posts. Agency staff are required to cover the vacant posts in order to ensure that cases move through the social care system in order to reduce the number of looked after children. Recruitment to the vacant posts will result in a reduction in the spend on agency staff.

**City Services and Development**

The total spend on agency workers within City Services & Development directorate during Quarter 1 of 2013/14 was £221,085. This is an increase of £23,468 over the expenditure in quarter 4 of 2012/13.

The primary reasons for the use of agency of workers within the directorate for quarter four have been due to:

Streetscene & Greenspace – Agency staff have been employed to cover a number of vacancies, due to dismissals and resignations, whilst the recruitment process is undertaken. A number of these vacancies have been recruited to during June and the remainder in July which will see a reduction in agency workers employed in the service. The seasonal nature of the service and peak workloads experienced at this time require the employment of agency workers to maintain service delivery. In addition, within Waste and Fleet the use of agency workers has been limited to Vehicle Technicians in Fleet to cover sickness and recruitment difficulties, and to cover additional workloads.

Property Asset Management – In the main agency workers have been used to cover sickness absence for cleaning staff in schools (not central office buildings), which is unavoidable.

Planning, Transport & Highways – Agency workers have used to deliver the Council's capital programme. The division has used the Shared Professional Contract which has recently been competitively tendered to obtain the services of staff listed. In the past, the division have tried to recruit to these posts but have been unsuccessful and not attracted the calibre of staff to the programme.

The directorate continues to have a number of used strategies in place to ensure the use and expenditure on Agency Workers is monitored and steps are taken to reduce their use. For example:

- Before going down either route we would look at the opportunity for internal secondment of an existing employee.
- Managers are required to consider if the use of agency staff or a short term contract is justified in terms of providing value for money against the alternative of recruitment. Recruitment remains the normal way in which the vast majority of posts are filled.
- Assistant Directors monitor the use and expenditure on Agency Workers
- The directorate has completed work on creating casual worker pools

### **Chief Executives**

The need to spend on agency workers in this quarter was due to the transfer of staff in Public Health and to aid with the smooth transition of staff whilst posts were being appointed to.

### **Interim Management Spend for Q4 2012/13 and Q1 2013/14**

**Table 2.3 shows a summary of spend for Interim Management in Q4 2012/13 and Q1 2013/14. This relates to cover for Senior Hay graded jobs over £50,000 pa. The Interim Manager Contract started in January 2009.**

Directorate	Number of Managers Q4	Total Spend Q4	Number of Managers Q1	Total Spend Q1
Community Services	1	£4,824	0	£0
Finance & Legal Services	0	£0	0	£0
Children Learning & Young People	1	£27,400	0	£0
City Services & Development			1	£
<b>TOTAL</b>	<b>2</b>	<b>£32,224</b>	<b>£24,696</b>	<b>£24,696</b>

N.B. The Interim Manager in Community Services finished in January 2013.

### **Rebate**

The cost of agency workers is made up of the pay rate for the work plus working time directive payments, national insurance payments and a margin or mark up to the agency. As part of the Master Vendor contract, fixed pay rates have been set corporately for each job category. Given that national insurance payments and the working time directive are fixed legislative requirements, Reed's procurement of agency workers is based on reducing agency mark ups in order to generate cashable savings.

The Management forecast rebate for 2013/14 was set at £600K based on last years rebate. For Q1 we received a rebate of £159,995.

### **Management Board Comment**

The Master Vendor contract was a planned strategy to work towards reducing the level of agency spends and to better understand where and how we use agency workers.

There will always be the need to use agency workers. However, it is acknowledged that current usage is still too high because of the need to cover sickness absence, short-term cover, cover whilst Fundamental Service Reviews are taking place with the need for scarce skills and workers required during these reviews and organisational restructures.

In terms of the cost of using agency workers, it is important to note that not all of the cost is in addition to normal staffing budgets. Although agency cover associated with sickness absence in front line services is often an additional cost, in the case of agency cover for vacant posts the cost will be covered by the relevant staffing budget. Please also note that the figures shown in the main body of the report will differ to those shown in the appendices. This reflects that there is some additional off contract spends added into the total spends from the Reed contract. This occurs generally where Reed is unable to supply an agency worker so we are forced to go to a supplier not on the Reed contract. However we keep this to a minimum and try to ensure that this is only for short term cover whilst Reed source an agency worker.

Where opportunities exist for bulk recruitment campaigns to front line essential services, the Human Resources Recruitment Team will continue to work with service managers to establish registers of workers, who are available for casual, temporary or permanent work in order to reduce the use of agency workers. This became more important with the onset of the Agency Workers Directive on the 1 October 2011 when we expected to see spends on agency workers to rise to take account of increased rates brought on by the introduction of the Directive. The Agency Workers Directive may entitle some agency workers, who complete a 12 week qualifying

period, to be eligible to receive a higher hourly rate, ensuring they have equal rights in terms and conditions of employment to those of our own employees. As an authority we managed to keep this increase to a minimum, due, in part, to the work that had been undertaken by Human Resources, prior to the previous Neutral Vendor Contract, on ensuring our rates of pay for agency workers were based on our existing workers' pay rates, for the most part.

### **3. Results of consultation undertaken**

- 3.1 The report sets out the steps the Council is taking to reduce expenditure on agency workers, particularly in those areas where they are used most intensively.
- 3.2 The report is able to identify more accurately spend on agency workers and the reasons for spend.
- 3.3 Officers will continue to bring the monitoring information to the Cabinet Member and steps will continue to be taken to endeavour to reduce the level of expenditure.
- 3.4 Management Information has given the opportunity for the Recruitment Team to target large areas with high usage of agency workers to try and reduce the need for agency workers. This work is ongoing.

### **4. Timetable for implementing this decision**

Not applicable

### **5. Comments from Executive Director, Resources**

#### **5.1 Financial implications**

Quarterly monitoring of expenditure on agency workers will continue throughout the contract. The cost of agency workers for the current reporting period from the Reed system is £1,095,887 which equates to 2.63% of the overall wage bill for this quarter (excluding schools and off contract spends).

Reed operates a live management accounts system which places the cost of agency workers in the period the work took place rather than the period of time in which the Council was billed for or paid the related invoices. Reed's system shows the volume of agency activity/usage in a particular quarter irrespective of when invoices are paid. Therefore this information will be different from that which has gone through the Council's financial systems during Q1.

Reed's system only incorporates timesheets authorised by managers and therefore the costs for a particular quarter will increase throughout the year as more timesheets are authorised. At present Reed is unable to provide us with a figure for the unauthorised timesheets outstanding but we actively work with Reed to keep the number of outstanding timesheets to a minimum. We resolved most of the outstanding timesheet queries and keep a close watch on timesheets being promptly authorised or queried.

#### **5.2 Legal implications**

There are no specific legal implications associated with 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 / LAA (or Coventry SCS)?**

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

**6.2 How is risk being managed?**

No risks identified

**6.3 What is the impact on the organisation?**

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

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

Human Resources are proactively supporting managers to reduce agency spend.

**6.4 Equalities / EIA**

We are now able to show the Ethnic Monitoring data that has been provided by Reed and is shown in Appendix III. Unfortunately because you Reed cannot force agency workers to fill in their ethnic monitoring details much of the information appears as unknown. However, this information will inform workforce planning, Entry to Employment initiatives and recruitment drives. No equality impact assessment has been carried out as the recommendations do not constitute a change in service or policy

**6.5 Implications for (or impact on) the environment**

None

**6.6 Implications for partner organisations?**

None

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

Jane Crawley, Recruitment Manager

**Directorate:**

Resources

**Tel and email contact:**Telephone 024 76 83 2145 [jane.crawley@coventry.gov.uk](mailto:jane.crawley@coventry.gov.uk)

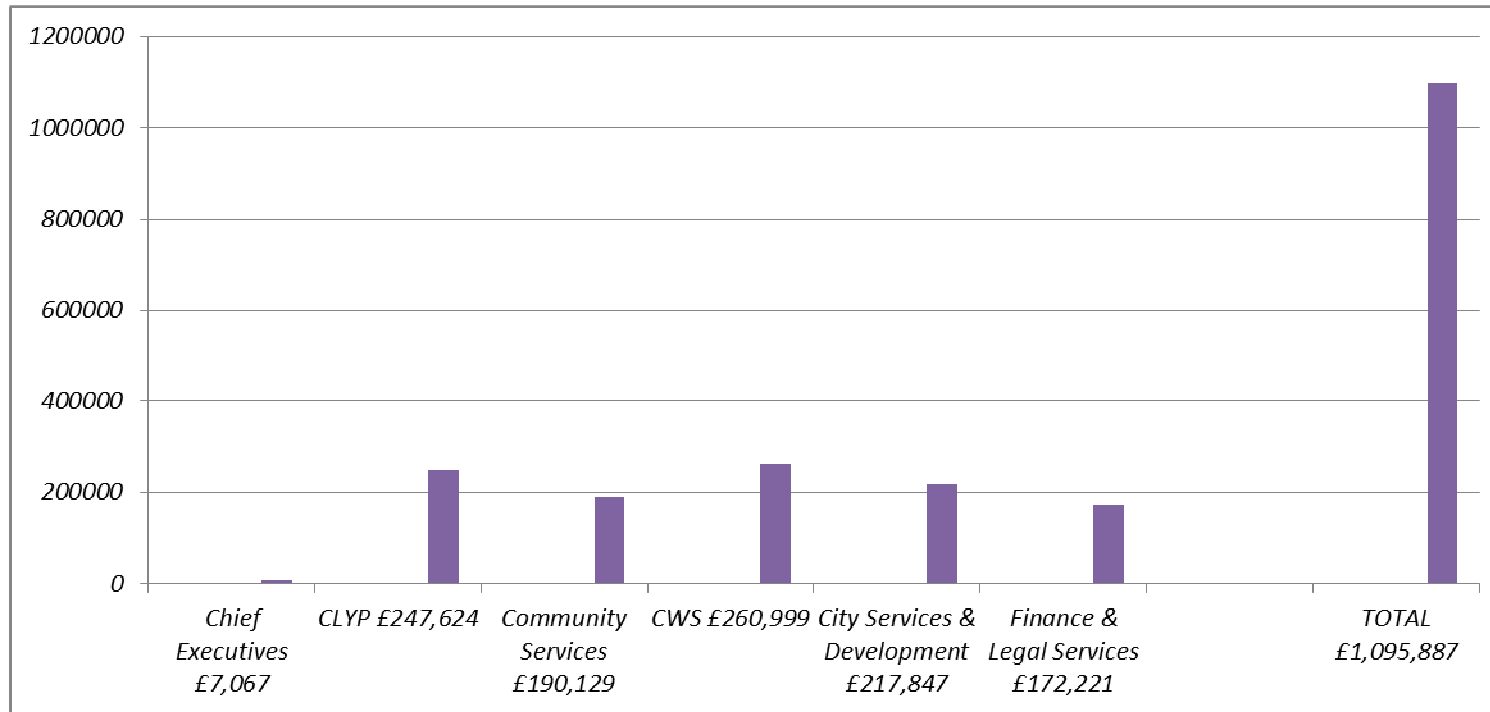
Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Clarissa Evans	Commercial Team Manager	Resources	9 August 2013	9 August 2013
Aimee Proctor	Central Services Finances	Resources	9 August 2013	12 August 2013
Su Symonds	Governance Services Officer	Resources	12 August 2013	20 August 2013
Other members				
<b>Names of approvers: (officers and members)</b>				
Finance & Procurement: Name	Kathryn Sutherland	Resources	9 August 2013	19 August 2013
	Jonathan Guy		9 August 2013	19 August 2013
Director Clearance details Chris West	Executive Director	Resources	9 August 2013	19 August 2013
Member: Councillor Gannon	Cabinet Member	Strategic Finance and Resources		19 August 2013

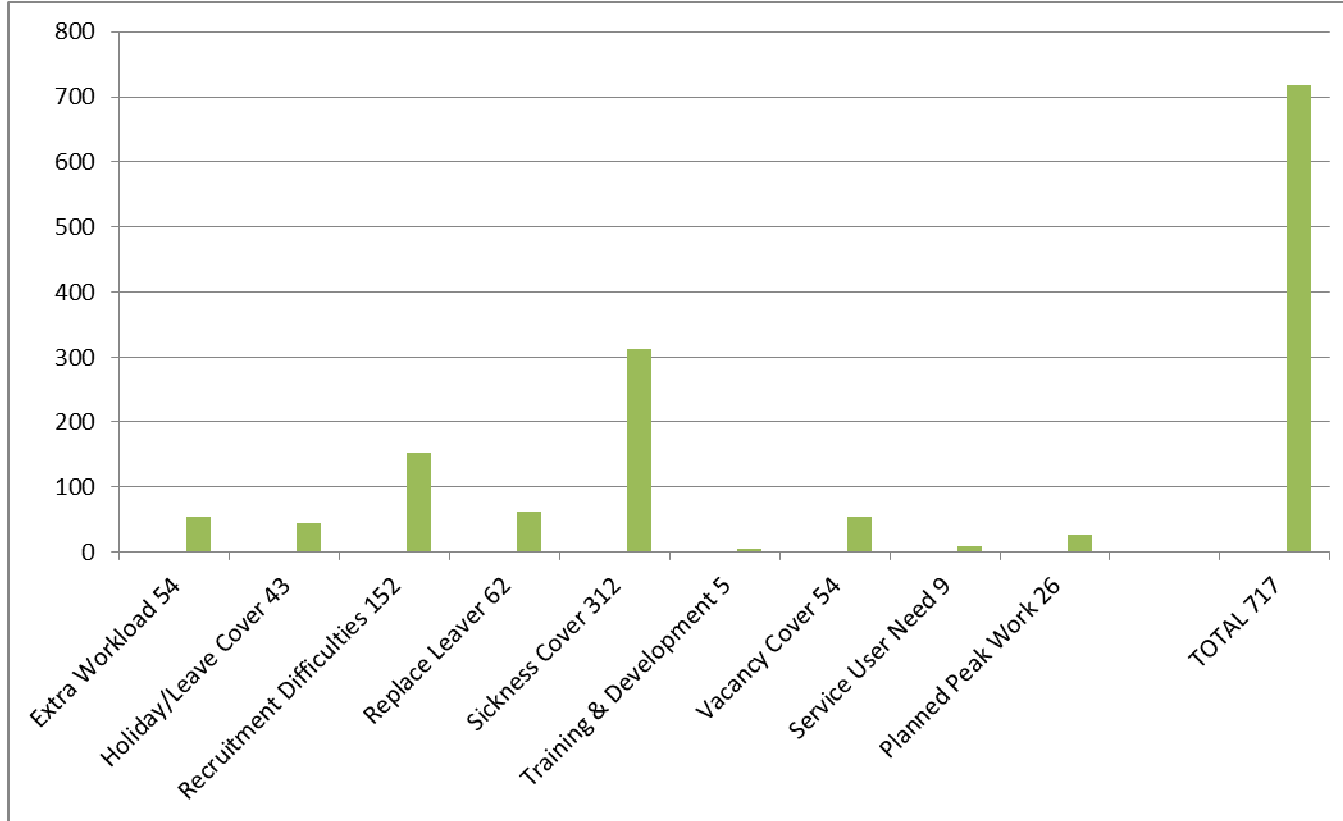
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## APPENDIX I - AGENCY SPEND BY DIRECTORATE - APRIL TO JUNE 2013



**APPENDIX II - ORDER JUSTIFICATION APRIL TO JUNE 2013**





**APPENDIX III - DIVERSITY BREAKDOWN OF AGENCY WORKERS APRIL - JUNE 2013**

Ethnic Origin	Headcount	%
African	23	10.45%
Any Other Black Background	1	0.45%
Any Other Ethnic Group	1	0.45%
Any other white background	3	1.36%
British	22	10.00%
Caribbean	3	1.36%
Indian	5	2.27%
None Stated	160	72.73%
Pakistani	1	0.45%
White (European)	1	0.45%
<b>TOTAL</b>	<b>220</b>	<b>100%</b>

Age	Headcount	%
16-19	6	2.73%
20-30	37	16.82%
31-40	69	31.36%
41-50	70	31.82%
51+	38	17.27%
None Stated	0	0.00%
<b>TOTAL</b>	<b>220</b>	<b>100%</b>

Gender	Headcount	%
Female	110	50.00%
Male	110	50.00%
<b>TOTAL</b>	<b>220</b>	<b>100%</b>

**APPENDIX IV SUMMARY OF USE OF AGENCY WORKERS BY DIRECTORATE AND STRATEGIES IN PLACE FOR REDUCING DEPENDENCY ON AGENCY WORKERS**  
**Q1 April to June 2013**

<b>Directorate</b>	<b>Q4 Jan - Mar 2013 Expenditure by Service Area</b>	<b>Q1 April to June 2013 Expenditure by Service Area</b>	<b>Justification of new Orders placed in Q1</b>	<b>State Usage of Agency Workers in Q1</b>	<b>What Strategies are in place for Reducing Dependency on Agency Workers</b>
Chief Executive	£0	<b>£7,067</b>	Extra workload: 1	This was a one-off spend to support the transition of public health into the local authority and to support transition work associated with setting up all new suppliers on the finance system for all contracts and associated orders and to manage the close down of Public Health budgets within the PCT. Also, the Public Health service was carrying a significant number of vacancies at that time following the restructure of the department in the autumn	This was a one-off arrangement and there are no longer any agency workers in post.
Children, Learning and Young People	<b>Total Expenditure Q 4</b> <b>£231,776</b>	<b>Total Expenditure Q 1</b> <b>£247,624</b>	Extra Workload: 3 Service User Need: 1 Vacancy Cover: 6 Planned peak work: 5 Replace Leaver: 4 Rec Difficulty: 3 Sickness cover: 3 <b>Total: 25</b>	The increased spend has been in the area of Children's social care and is a result of an increase in workload and cover for vacancies. There remains a need to ensure that cases are moved through the social care system to reduce the number of looked after children.	Strategies are in place to recruit to vacant posts and to develop, reward and retain existing social care and social worker staff.
City Services & Development	<b>Total Expenditure Q 4</b> <b>£172,199</b>	<b>Total Expenditure Q 4</b> <b>£217,847</b>	Recruit Difficulties: 42 Extra Workload: 9 Sickness Cover: 63 Leave/Hol Cover: 1 Vacancy Cover: 8	The primary reasons for the use of agency workers have been due to: <b>Streetscene &amp; Greenspace:</b> <b>Agency cover for vacancies</b>	Strategies to reduce use and expenditure on agency workers include: <b>*Before going down the route of either agency</b>

			Planned Peak Work: 9 Service User need: 1 Replace leaver: 6 Training: 1  <b>Total: 140</b>	<b>due to dismissals and resignations while the recruitment process is undertaken. Recruitment to a number of these vacancies has taken place in June and July. The seasonal nature of the service and peak workloads require agency workers to maintain service delivery. Also within Waste &amp; Fleet use of agency workers is limited to Vehicle Technicians to cover sickness, recruitment difficulties and additional workloads. Property Asset Mgt: Agency workers mainly used to cover sickness absence for cleaning staff in schools, which is unavoidable. Planning, Transport &amp; Highways: Agency workers used to deliver the Council's capital programme. The Shared Professional Contract has been used to obtain the services of staff listed.</b>	<b>workers or short term contracts, we would look at the opportunity of internal secondment</b> <b>*Managers are required to consider if use of agency workers or short term contracts would provide value for money against the alternative of recruitment.</b> <b>*Recruitment remains the normal way in which the vast majority of posts are filled.</b> <b>*Assistant Directors monitor use and expenditure on Agency Workers</b> <b>*The Directorate has completed work on creating casual worker pools.</b>
Community Services  Page 19	<b>Total Expenditure Q 4</b> <b>£248,943</b>	<b>Total Expenditure Q 1</b> <b>£190,129</b>	Replace Leaver: 48 Extra Workload: 33 Sickness Cover: 242 Hol Cover: 43 Service User need: 2 Training & Dev: 4 Vacancy Cover: 26 Planned Peak Work 0: Recruit Difficulties: 104  <b>Total: 502</b>	<b>There has been a reduction in Agency spend since Q4</b>	<b>There has been a reduction in Agency spend since Q4</b>

<p>Customer &amp; Workforce Services</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Q3 20</p>	<p><b>Total Expenditure Q4</b></p> <p><b>£267,966</b></p>	<p><b>Total Expenditure Q 1</b></p> <p><b>£260,999</b></p>	<p>Recruit Difficulties: 3          Extra Workload: 7          Vacancy cover: 10          Sickness: 2          Service User Need: 1          Planned Peak Work: 6          Replace leaver: 2  <b>Total: 31</b></p>	<p><b>There has been an REDUCTION in Agency spend since Q4</b></p>	<p><b>There has been a REDUCTION in Agency spend since Q4.</b></p>
<p>Finance &amp; Legal Services</p>	<p><b>Total Expenditure Q4:</b></p> <p><b>£222,270</b></p>	<p><b>Total Expenditure Q 1:</b></p> <p><b>£172,221</b></p>	<p>Replace Leaver: 2          Extra Workload: 1          Sick: 1          Leave: 0          Planned peak work: 6          Service User Need: 4          Vacancy Cover: 4    <b>Total: 18</b></p>	<p><b>There has been an REDUCTION in Agency spend since Q4</b></p>	<p><b>There has been an REDUCTION in Agency spend since Q4</b></p>
<p>OVERALL TOTALS</p>	<p><b>Q3 £1,143,134</b></p>	<p><b>Q1 1,095,887</b></p>	<p><b>Q1 Total orders placed: 717</b></p>		



## Public report Cabinet Member Report

**Name of Cabinet Member:**  
Cabinet Member Strategic Finance and Resources – Cllr Gannon

9 September 2013

**Director Approving Submission of the report:**  
Executive Director, Resources

**Ward(s) affected:**  
None

**Title:**  
**Updating of Policy for ICT Equipment for Elected Members**

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**Is this a key decision?**  
No

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**Executive Summary:**

The purpose of this report is to provide an updated policy for Information Communications Technology (ICT) equipment that the Council provides to Members.

**Recommendations:**

The Cabinet Member is recommended to:

1. Approve Option 1, the revised Policy for ICT Equipment for Elected Members at Appendix 1.
2. Approve delegation of authority for future revisions of policy to Officers in consultation with the Cabinet Member for Finance and Resources

**List of Appendices included:**

**Appendix 1:** Policy for ICT Equipment for Elected Members (August 2013)

**Other useful background papers:**

**Has it been or will it be considered by Scrutiny?**  
No

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**  
No

**Will this report go to Council?**  
No

**Report title:  
Updating of Policy for ICT Equipment for Elected Members**

**1. Context**

- 1.1 In February 2012, Cabinet Members approved the updated policy on Provision of ICT Equipment for Elected Members. This policy was based on recommendations from Scrutiny Board 1 which suggested that members be offered a wider range of ICT equipment.
- 1.2 As was agreed in February with Cabinet Members, ICT officers have rolled out refreshed, encrypted laptops to all members. The refresh reduced the number of PCs within the Council estate by replacing the current equipment with more portable lightweight laptops which removed the need for Members to have a device in both their home and office locations. When this revised policy was agreed, any member who had been given a laptop was able to exchange it for an alternative device, if they wished to do so.
- 1.3 This report sets out options for adding the role of Deputy Cabinet member to the list of members who are entitled to additional ICT resources. It also amends the existing policy to allow all members to have a smartphone.

**2. Options considered and recommended proposal**

**2.1 Option 1 – giving all members a choice of either laptop and Smartphone or tablet and standard mobile phone.**

2.2 This option builds upon the aims set out in February 2012 by Cabinet Members, to ensure maximum flexibility to meet each individual member's ICT needs, so that they can carry out their duties effectively. The options for potential packages of equipment available to any member are set out in Appendix 1.

2.3 In addition, Members with specific roles or responsibilities may have a tablet, as well as a laptop and smartphone. These roles are shown below:

- Cabinet and Deputy Cabinet Members
- Leader and Deputy Leader
- Leader and Deputy Leader of the Opposition
- Chair of SCRUCO and Scrutiny Boards
- Chairs of Audit, Planning and Licensing Committees.

2.4 Provision has been made for requests which fall outside this policy to be submitted to the Executive Director of Resources for consideration, and approval will be required annually. This option gives significant flexibility whilst keeping value for money in mind.

**2.5 Option 2 – continue with current Member ICT Policy with the addition of the Deputy Cabinet Member Role.**

2.6 This would allow Deputy Cabinet members to have access to a tablet and a smartphone as well as a laptop. However, this would make other members reliant upon using their laptop to access Council email and will limit their flexibility when working at Ward Forums etc.

2.7 Recommended proposal: Option 1 is the recommended option.

**3. Results of consultation undertaken**

3.1 Previous reports and proposals have been circulated to members and taken to Scrutiny Board 1 in February 2012. This report continues to take into account member feedback about wanting to have options to choose from in terms of what ICT equipment they have, to meet their individual needs.

#### **4. Timetable for implementing this decision**

- 4.1 The new policy will be implemented as soon as the decision is deemed to have been taken and can be implemented (i.e. when the call-in period/process has been completed).

#### **5. Comments from Director of Finance and Legal Services**

##### **5.1 Financial implications**

- 5.2 There is no financial implication of replacing existing Blackberrys with smartphones as the current Blackberrys are due for upgrade and the cost of the new handsets will be covered by our mobile phone contract. The monthly rental for a smartphone is the same as a Blackberry.

The additional tablet devices will have an associated cost of £250 per device plus £20 per month for line rental.

##### **5.5 Legal implications**

- 5.6 There are no legal implications associated with 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)?**

This flexible policy of ICT provision programme will improve the way Members are supported, and help them perform their roles more effectively. Effective member support is an objective within the Council's Corporate Plan for 2011-14. A local performance indicator has also been set, which measures the percentage of members satisfied with overall member support.

##### **6.2 How is risk being managed?**

All members are asked to sign for ICT equipment, declaring that they will return the equipment when they cease their role as a councillor. They are also given a copy of the Standard for Acceptable Use of ICT Facilities for Members. This is kept on file.

##### **6.3 What is the impact on the organisation?**

The ICT equipment will need to be maintained and supported through the Council's ICT service.

##### **6.4 Equalities / EIA**

The revised policy allows a greater provision and flexibility to meet all Members' needs to enable them to work on the move.

##### **6.5 Implications for (or impact on) the environment**

The facility to have a lighter laptop will mean that Members will not require more than one laptop for use at both Council offices and home as the new device is more easily ported from one location to another.

##### **6.6 Implications for partner organisations?**

None

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**Directorate:** Resources

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Su Symonds	Governance Services Officer	Resources	21/08/13	21/08/13
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Chris West	Executive Director	Resources	13/08/13	
Councillor Gannon	Cabinet Member	Strategic Finance and Resources	14/08/13	19/08/13

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## **Appendix 1.**

### **Provision of ICT equipment for elected members – updated August 2013**

It is vital that members are provided with the appropriate ICT equipment to allow them to carry out their duties effectively and efficiently and support them by giving them access to email, internet and other facilities. This note sets out the ICT equipment that will be made available to elected members.

Over the past few years there has been an immense change in technology, and whilst providing desktop and laptop PCs will still provide effective tools, it may not be a suitable solution for all Members. It is therefore more appropriate to offer a range of devices allowing Members to pick the tool they feel most comfortable using.

For any members who have specific requirements due to a disability, ICT would discuss this with the Member to determine what solution would best support them. This could include the provision of specialist equipment or software e.g. speech recognition software, screen reader or magnification software to support a member with visual impairment.

#### **All Members**

##### Laptop

All Members will be given access to a laptop at their desk in the Council House. This will be connected to the Council's ICT network and will give access to all of the Council's ICT facilities including email, Intranet and Internet. The laptop will also have access to the Council's wireless network in the Council House and Committee rooms.

If required a member can also request a docking station setup (monitor, keyboard and mouse), personal printer and broadband at their home address. This will enable them to use their laptop both in Council offices and at home.

In addition all members will be offered a smartphone, which will allow access to email and the internet.

If it is not appropriate for a Member to have a laptop due to a disability or other reasons, then an alternative solution would be offered in its place. Such a request would need to be sanctioned by the Member Services Manager.

#### **Alternative Device Options**

##### Tablet Device

If required a member can exchange their smartphone for a tablet type device, which will be set up to enable them to access and respond to their Council email, read documents (Word, PDF, Excel and PowerPoint) plus access the Internet and Council papers via the Mod.Gov app which will be preinstalled.

In addition to the Tablet device they would also be offered a standard Council Mobile Phone.

#### **Member roles with additional ICT support**

Members in specific roles have the option to have a Council Smartphone and/or a laptop and/or a Tablet device. If requested they can have all three devices or any combination of the three. The list of those eligible for additional ICT Support is in Appendix A.

In exceptional circumstances, if a Member requests ICT equipment outside of this policy, a request should be made via Member Services to the Director of Customer and Workforce Services. Such provision will be reviewed each year.

All ICT equipment for members is insured anywhere in the UK, whether at home, in the office or in transit, subject to a £100 excess payment. Laptops and other equipment are covered if reasonable precautions have been taken, but are not covered if left unattended off-site (e.g. in cars, hotel rooms, public places etc).

Council-related phone calls can be claimed back up to £122.30 per quarter, for any mobile phone, smartphone or land line, in line with the current policy for member expenses. Line rental costs up to £30.15 can only be claimed back on land line charges. Council mobile phones should be used for Council-related calls. Members with a Council mobile phone will be expected to pay for any occasional personal calls every month. If a Council mobile phone account (together with any other claims made) exceeds the claim limit for a quarter, the member will be asked to pay for the excess.

**Summary of Options**

All Members

<b>Option</b>	<b>Laptop</b>	<b>Tablet Device</b>	<b>Standard Mobile Phone</b>	<b>Smartphone</b>
<b>Standard Laptop</b>	X			X
<b>Tablet</b>		X	X	
<b>Smartphone</b>				X

Members Roles with Additional ICT Support

<b>Option</b>	<b>Laptop</b>	<b>Tablet Device</b>	<b>Smartphone</b>
<b>Standard Laptop</b>	X		X
<b>Tablet</b>	X	X	X
<b>Smartphone</b>			X

Members with additional ICT support can choose which devices they would like from the above list.

## **Appendix A**

### **Members eligible for additional ICT Support**

- Cabinet and Deputy Cabinet Members
- Leader and Deputy Leader
- Leader and Deputy Leader of the Opposition
- Chair of SCRUCO and Scrutiny Boards
- Chairs of Audit, Planning and Licensing Committees

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9<sup>th</sup> September 2013

**Name of Cabinet Member:**

Cabinet Member (Strategic Finance & Resources) – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director, Resources

**Ward(s) affected:**

None

**Title:**

3 month (April – June 2013) Cumulative Sickness Absence 2013/2014

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**Is this a key decision?**

No

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**Executive Summary:**

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

- Levels of sickness absence for the 3 month period from April – June 2013
- The actions being taken to manage absence and promote health at work across the City Council

**Recommendations:**

Cabinet Member (Strategic Finance and Resources) is asked:

- 1) To receive this report providing sickness absence data for the 3 month period of April – June 2013 and accept the actions taken to monitor and manage sickness.

**List of Appendices included:**

Appendix 1 – Coventry City Council – Days Lost per FTE 2003 - 2013

Appendix 2 – Directorate Summary Out-turn - (2012/2013 and 2013/2014)

Appendix 3 - Reasons for Absence – (April - June 2013)

Appendix 4 – Days Lost per FTE, by Directorate - (April – June 2013)

Appendix 5 - Coventry City Council Percentage Breakdown of Absence - (April – June 2013)

Appendix 6 - Coventry City Council Spread of Sickness Absence (By Length of Days) – (April – June 2013)

Appendix 7 and 8 - Summary of Occupational Health & Counselling Services Activities Undertaken – (April – June 2013)

**Other useful background papers:**

None.

**Has it or will it be considered by Scrutiny?**

No.

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

No

**Will this report go to Council?**

No.

**Report title:  
3 Month (April – June 2013) 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
2012/13 – Quarter 1	2.19	2.36	1.63
2013/14 – Quarter 1	2.07	2.19	1.61

<b>Annual FTE Average Days Lost</b>	<b>All Employees</b>	<b>All Employees (except teachers)</b>	<b>Teachers</b>
2013/14 Projected	8.90	9.46	6.92
2013/14 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 2013/14 using this method of calculation.

<b>2013/14</b>	<b>All Employees</b>	<b>All Employees (except teachers)</b>	<b>Teachers</b>
Annual Cost	£10.8m	£7.8m	£3.0m
Annual Target Cost	£11.5m	£8.6m	£2.9m
Difference	-£0.7m	-£0.8m	£0.1m

The 2012/2013 annual cost of sickness absence for all employees' has increased since the position at the end of quarter 4. The final position is £0.7m above the cost indicated by the target. This cost variation is mainly due to sickness absence for teachers (caused by higher levels of sickness for employees on higher salary bands). All employees excluding teachers were £0.2m above their indicative target cost and 1.0 days above their target absence.

### 3 Reasons for Absence

#### 3.1 Appendix 3 Illustrates that:

- ❖ The most occasions of sickness absence across the City Council in April – June 2013 is Stomach, Liver and Gastroenteritis accounting for 967 occasions. The amount of time lost through Stomach, Liver and Gastroenteritis was 2139.93 days.
- ❖ The amount of time lost through Stress, Depression, and Anxiety was 4547.46 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 (3932.93 days) and Stomach, Liver and Gastroenteritis (2139.93 days).

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

- ❖ Quarter 1 (ending June 2009) out turn was **2.43** (average sick days lost per full time equivalent employee),
- ❖ Quarter 1 (ending June 2010) out turn was **2.26** days (average sick days lost per full time equivalent employee),
- ❖ Quarter 1 (ending June 2011) out turn was **1.96** days (average sick days lost per full time equivalent employee),
- ❖ Quarter 1 (ending June 2012) out turn was **2.19** days (average sick days lost per full time equivalent employee),
- ❖ Quarter 1 (ending June 2013) out turn was **2.07** days (average sick days lost per full time equivalent employee),

When comparing Quarter 1 (2013/14) out turn with last years in the same period (2012/13), it reveals that:-

- ❖ Decrease of occurrences of absence by **156** based on comparison with the same period last year (June 2012).
- ❖ Decrease of total days lost per FTE by 1,500.41 days based on comparison with the same period last year (June 2012).



- ❖ Decrease of 10,963.78 working hours lost based on comparison with the same period last year out-turn (June 2012).
- ❖ Decrease of £ 175,669.28 in respect of cost of absence based on comparison with the same period last year (June 2012).
- ❖ Stress has decreased by 445.31 days based on comparison with the same period last year (June 2012).
- ❖ Musculo-Skeletal has decreased by 302.31 days based on comparison with the same period last year (June 2012).
- ❖ Infection, Colds and Flu has decreased by 86.13 days based on comparison with the same period last year (June 2012).
- ❖ Chest, Respiratory, Chest Infection has increased by 157.08 days, based on comparison with the same period last year (June 2012).

### **3.3 Frequent and Long Term Absence**

3.3.1 Appendix 5 provides the breakdown between frequent and long-term absence levels during April – June 2013.

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 - June 2013, there has been a total of 7 dismissals in accordance with the Promoting Health at Work Corporate Procedure. In terms of the breakdown of the 7 dismissals, 2 dismissals have been due to ill health retirement and 5 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 1 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 Directorate Management Teams/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 undertake proactive strategies to support the authority to reduce levels of sickness absence. They include;

- ❖ Robust approach is being taken to the management of sickness absence casework with the application of a revised model, resulting in no more than 4

meetings having to take place before a decision is made about an employees continued employment.

- ❖ A monthly system to alert Assistant Directors when employees hit a sickness absence trigger point and have not been seen as part of the Promoting Health at Work Procedure.
  - ❖ Training is provided to managers to support dealing with both practical and procedural issues. An 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 1, 49 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.
  - ❖ The implementation of an intranet based absence toolkit '*Managing Absence - Your Guide*' along with a desk top icon for easy access. The purpose of the toolkit is to enable managers to deal with the routine "day to day" sickness absence management tasks. The toolkit contains a number of simple and easy to use guides. The toolkit also provides detailed FAQs, 'how to guides' and some straightforward 'golden rules' to help managers and links to relevant policies, procedures, checklists and scripts.
- 4.1.4 A number of service areas across the Council hold regular 'sickness summits' on a 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 cases are being addressed in a timely manner and are being robustly, consistently, fairly and appropriately managed through the application of the Promoting Health at Work process.

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, HR Health & Wellbeing Team.

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 HR 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.

The initiative has delivered the following events in Quarter 1;

- ❖ Continuation of the events provided by Coventry Sports Foundation & Coventry Sports Trust, including open weekends for all Council employees and their families to experience free taster sessions such as Swimming, Indoor Football, Zumba, Badminton, Cycling, Boxercise, Pilates, Table Tennis, BoxFit, Squash & Spinning Classes.
- ❖ May 5 Week Challenge – raising awareness of the main lifestyle factors including dealing with stress, healthy diets, coping with change and relaxation.
- ❖ Free open days at the War Memorial Tennis Club, including free coaching with inspire2coach.
- ❖ Golf offer for all Council employees at Brandon Golf Course.
- ❖ An event for Council employees to try Bollywood/Bhangra dancing whilst raising money for the British Cross.
- ❖ Continued use of the mini table tennis located in the Contact Centre for staff to use in their own time provided by The English Table Tennis Association.
- ❖ Continuation with publication of the very popular & informative monthly Be Healthy Be Well newsletter to all staff.
- ❖ Creations of the intranet page advise and advertise promotion events for City Council employees.

## **4.3 Activities during Quarter 1 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 quarter 1 of 2013/14 were:-

- ❖ Continued joint management and support of the Be Healthy Be Well Programme
- ❖ Providing effective medical advice and support to support managers and employees in addressing sickness absence
- ❖ Delivery of the May 5 Week Healthy Lifestyle Challenge
- ❖ Work Out at Work Day
- ❖ Delivery of the 'Positive Posture Campaign'

- ❖ Successful management of the MSK Clinic
- ❖ Delivery of 'Mental Health Month' activities

## 5. **Targets 2013/2014**

Business Management Group (BMG) has approved the following targets 2013/14.

<b>Directorate</b>	<b>Number of FTE's in Directorate</b>	<b>Target 2013/2014</b>
Chief Executive	<b>73.66</b>	<b>5.0</b>
CLYP Central	<b>1,189.15</b>	<b>8.25</b>
CLYP Teachers	<b>2,031.54</b>	<b>6.3</b>
CLYP School Support	<b>2,453.41</b>	<b>9.25</b>
City Services & Development	<b>1,088.72</b>	<b>10.0</b>
Community Service	<b>1,261.46</b>	<b>10.0</b>
Customer & Workforce Services	<b>837.57</b>	<b>8.0</b>
Finance & Legal Services	<b>407.55</b>	<b>8.0</b>
<b>CCC Total</b>		<b>8.5</b>

## 6. **Timetable for implementing this decision**

None.

## 7. **Comments from Director of Finance and Legal Services**

### 7.1 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.

### 7.2 Legal implications

There are no legal implications resulting from this report

## 8. **Other implications**

There are no other specific implications

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

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.

## **8.2 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.

## **8.3 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.

## **8.4 Equalities/EIA**

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

## **8.5 Implications for (or impact on) the environment**

None.

## **8.6 Implications for partner organisations?**

None.

**Report author(s):**

**Name and job title:**

Jaz Bilen, HR Business Partner

**Directorate:**

Resources

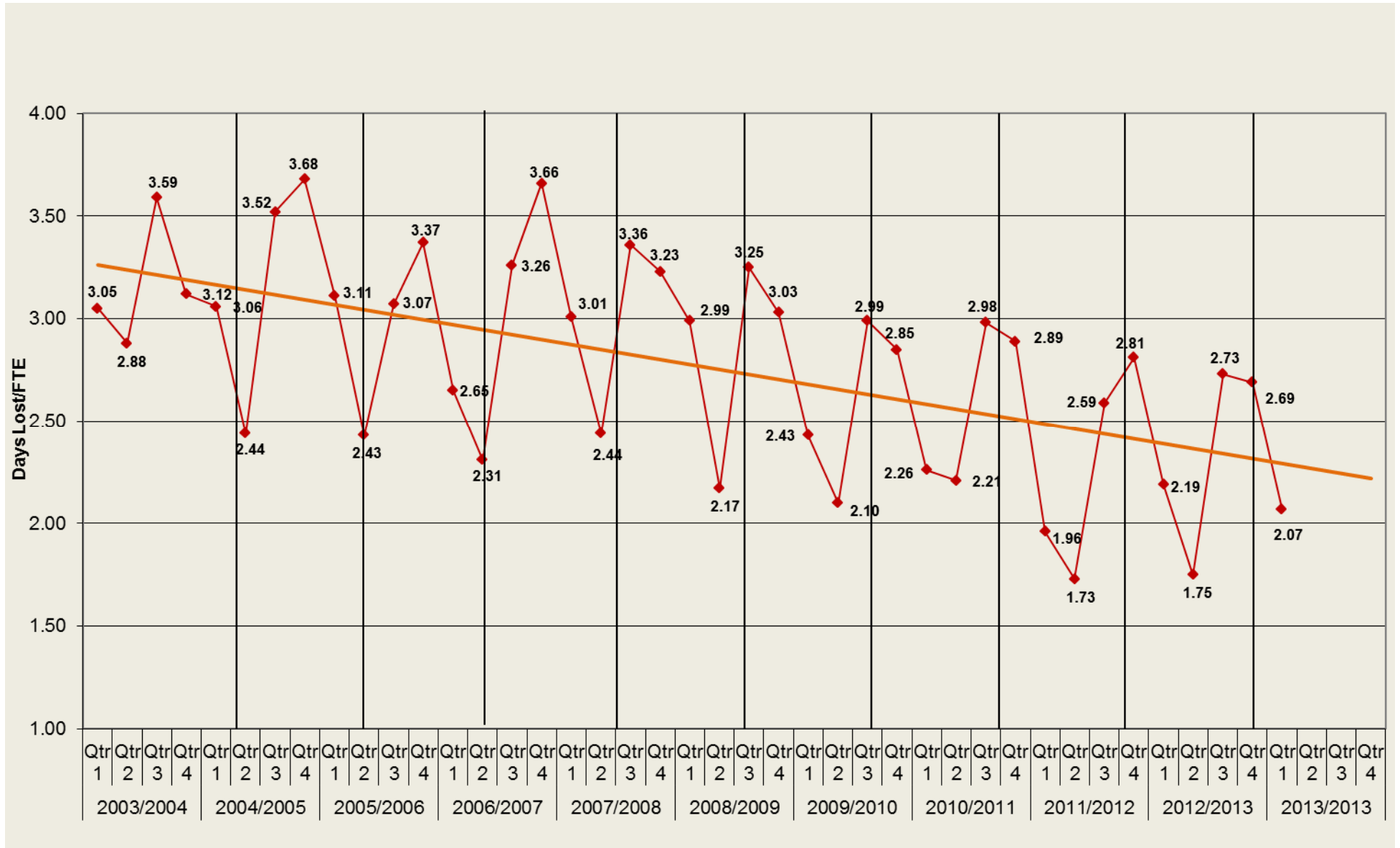
**Tel and email contact:**

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Angie White	Occupational Health & Counselling Services Manager	Resources	26/07/2013	01/08/2013
Su Symonds	Governance Services Officer	Resources	14/08/2013	20/08/2013
<b>Names of approvers:</b> (officers and members)				
Lindsay Hughes	Senior Accountant	Resources	26/07/2013	01/08/2013
Clarissa Evans	Commercial team manager	Resources	26/07/2013	02/08/2013
Councillor Gannon	Cabinet Member	Strategic Finance and Resources	14/08/2013	19/08/2013
Chris West	Executive Director	Resources	28/08/2013	28/08/2013

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**Coventry City Council**  
**Days Lost per FTE**  
**2003 - 2013**



## **Coventry City Council**

Appendix 2

<b>April – June 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
2.07	2.19	8.5

This demonstrates a decrease of 0.12 days per FTE compared to 2012/13.

## **Chief Executive's Directorate**

<b>April – June 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
1.44	0.53	5.0

This demonstrates an increase of 0.91 days per FTE compared to 2012/13.

## **City Services & Development Directorate**

<b>April – June 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
2.78	2.39	8.0

This demonstrates an increase of 0.39 days per FTE compared to 2012/13.

## **Community Services Directorate**

<b>April – June 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
2.44	2.71	11.1

This demonstrates a reduction of 0.27 days per FTE compared to 2012/13.

## **Children, Learning and Young People Directorate**

### **Centrally Based Employees**

<b>April – June 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/14</b>
1.74	2.07	8.75

This demonstrates a reduction of 0.33 days per FTE compared to 2012/13.



### **Teachers in Schools**

<b>April 2012 - March 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
1.61	1.63	6.3

This demonstrates a reduction of 0.02 days per FTE compared to 2012/13.

### **Support Staff in Schools**

<b>April 2012 - March 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
2.21	2.59	9.25

This demonstrates a reduction of 0.38 days per FTE compared to 2012/13.

### **Finance and Legal Directorate**

<b>April 2012 – March 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
1.94	1.95	8.0

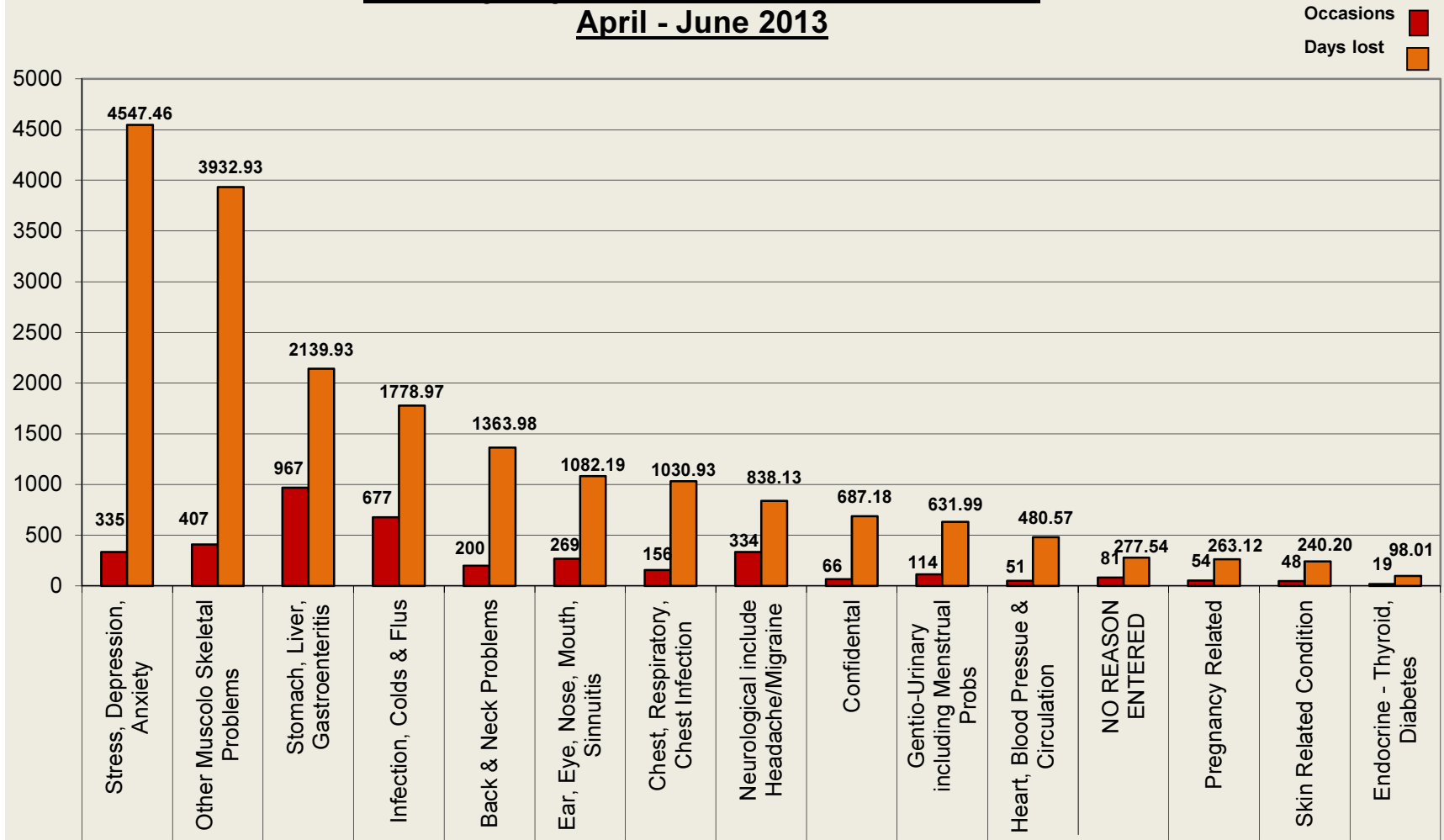
This demonstrates a reduction 0.01 days per FTE compared to 2012/13.

### **Customer and Workforce Services Directorate**

<b>April 2012 – March 2013</b>	<b>April – June 2012</b>	<b>Annual Target 2013/2014</b>
1.86	1.97	9.1

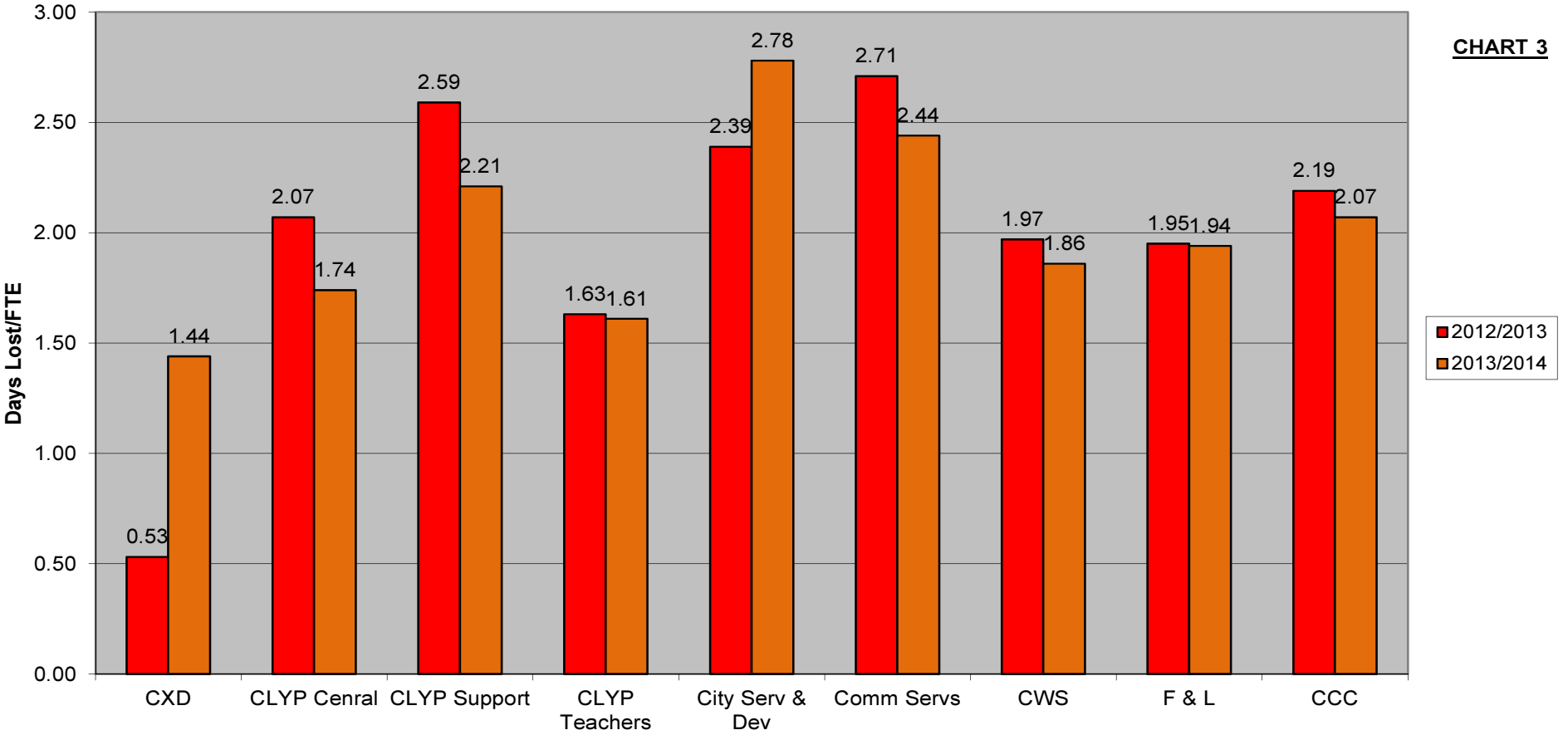
This demonstrates a reduction of 0.11 days per FTE compared to 2012/13.

### Coventry City Council - Reasons for Absence April - June 2013



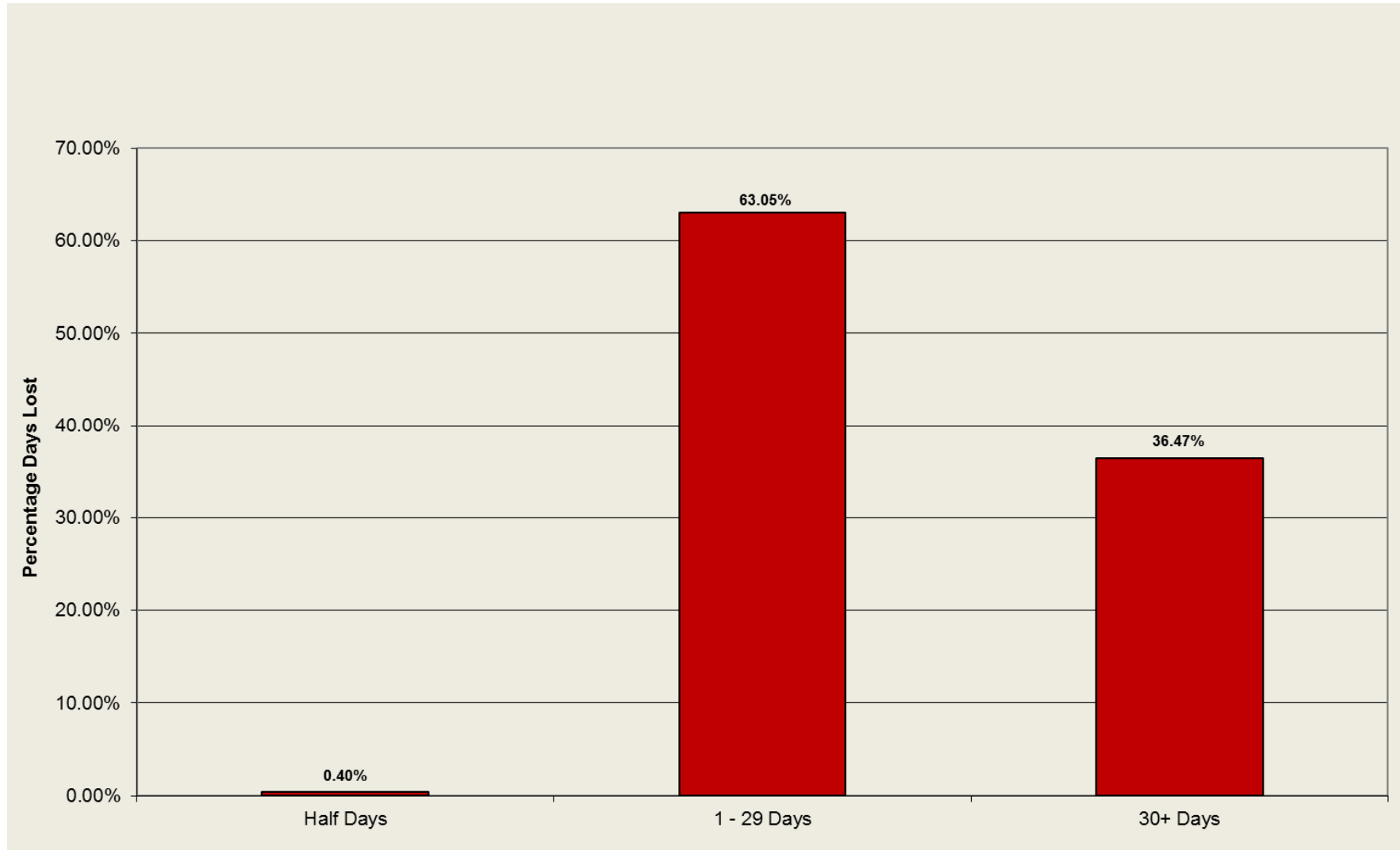
**April - June 2012/2013 & 2013/2014**  
**Days Lost per FTE**

**APPENDIX 4**

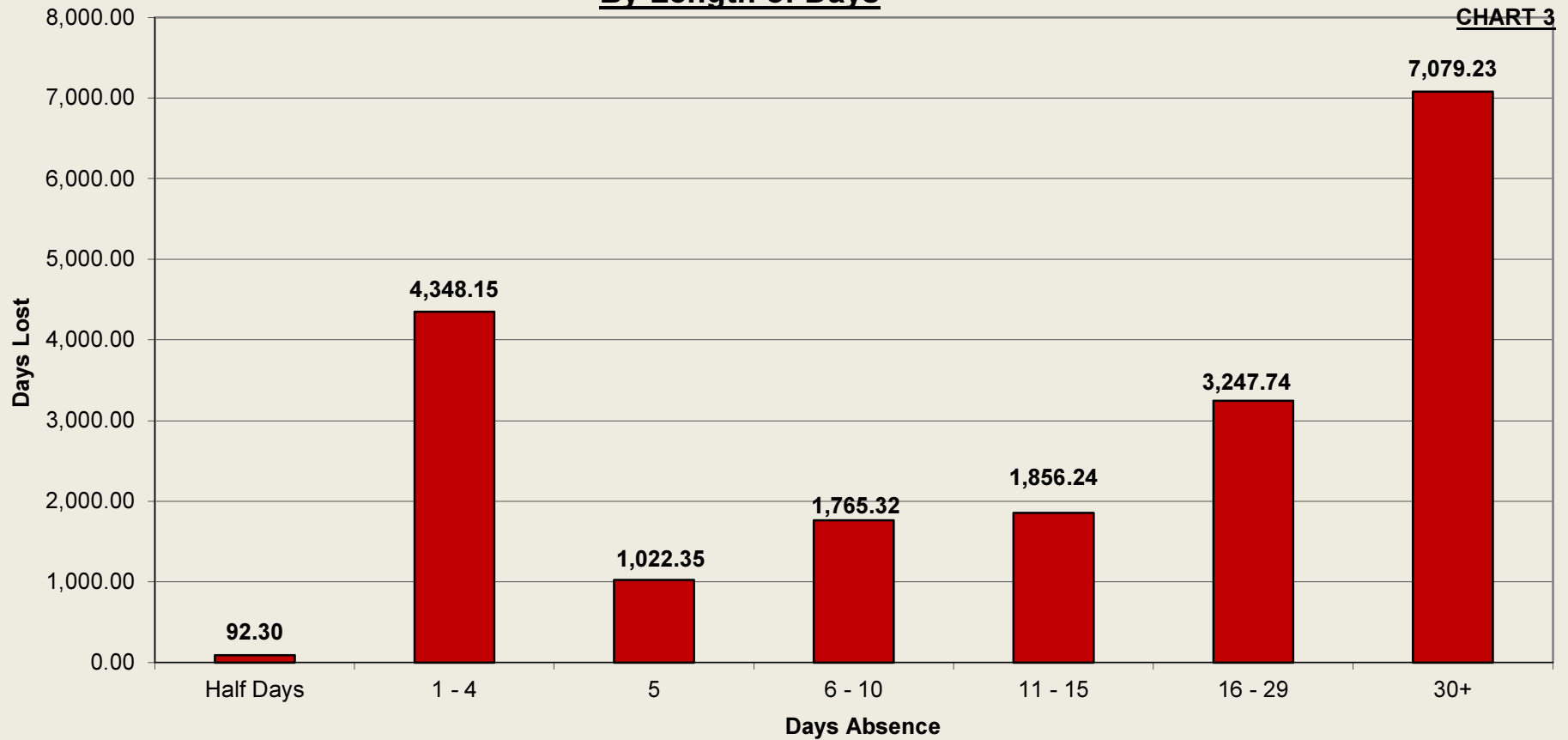


**Coventry City Council**  
**Sickness Absence – Percentage Breakdown**  
**April – June 2013**

Appendix 5



**Coventry City Council - Spread Sickness of Absence**  
**April - June 2013**  
**By Length of Days**



**OCCUPATIONAL HEALTH**  
**Promoting Health at Work Statistics**  
**1<sup>st</sup> April 2013 – 31<sup>st</sup> March 2014**

Activity	April- June 2013	July- September 2013	October- December 2013	January- March 2014	Total for Year
<b>Pre-Employment health assessments</b>	<b>204</b>				
<u><b>April to June 2013</b></u> From the pre-employment assessments, 96 required additional advice and guidance to be given to the employing manager. 77 % of pre-employment forms were processed within 3 working days 100% clearance slips were returned to the Recruitment Team/School within 3 working days					
<b>Sickness absence health assessments and reviews</b>	<b>447</b>				
<b>Work Related Ill Health Conditions reported/investigated</b>	<b>79</b>				
<b>Work Place assessments carried out</b>	<b>9</b>				
<b>Case conferences carried out</b>	<b>7</b>				
<u><b>April to June 2013</b></u> <b>Work related health condition breakdown:</b> 39 musculoskeletal; 2 mental health/depression; 38 stress related and 0 short term absences. Referrals to support services, work place assessments and case conferences were part of the health management plan. Advice on workplace adjustments, medical redeployment and ill health retirement were also given. 100% of employee ill health referral forms processed within 3 working days 78% reports sent to HR/schools within 3 working days					
<b>Vision screening and other surveillance procedures</b>	<b>96</b>				
<u><b>April to June 2013</b></u> From the 96 screenings which took place 47 required additional intervention to prevent a deterioration in health and maintain the employee in work.					
<b>Healthy Lifestyles screens and follow up appointments</b>	<b>289</b>				
<u><b>April to June 2013</b></u> From the initial healthy lifestyle screens, 137 were identified as having previously unidentified health problems, and required follow up appointments at the OHU and referrals to their GP.					
<b>Self referrals</b>	<b>2</b>				

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**  
**1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014**

Activity	Apr – Jun 2013	Jul – Sep 2013	Oct – Dec 2013	Jan – Mar 2014	Total for Year
<b>New referrals for counselling</b>	<b>186</b>				
<b>Counselling sessions</b>	<b>716</b>				
<a href="#">The table below provides a breakdown of reasons for referral</a>					
<b>Mediation</b>	3				
This mediation helped to resolve perceived work related stress issues for an employee who was off sick.					
<b>Debriefing sessions</b>	0				
<b>Anxiety Management group attendance including CBT</b>	1				
<b>Numbers trained in managing mental health, stress and interpersonal issues in the workplace</b>	110				
<b>Stress Risk Assessments</b> (number of employees involved)	0				
<b>Service evaluation</b>					
<a href="#">Number of employees completing questionnaire</a>	49				
<a href="#">Counselling helped avoid time off work (not on sick leave)</a>	33				
<a href="#">Counselling helped early return to work (on sick leave when counselling started)</a>	10				
<a href="#">Did not affect sickness absence</a>	6				

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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## Public report

### Cabinet Member Meeting

9 September 2013

**Name of Cabinet Member:**

Cabinet Member (Strategic Finance and Resources) – Councillor Gannon

**Director Approving Submission of the report:**

Executive Director, Resources

**Ward(s) affected:** None

**Title:**

Coventry City Councils Workforce Profile Report for 2012-2013

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**Is this a key decision?**

*No*

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**Executive Summary:**

The purpose of this report is to provide information on the Council's workforce profile for 2012/13. This information will be used to inform equality action planning. The report enables us to fulfil our responsibilities under the Equality Act 2010 as set out within the Council's Equality Strategy

**Recommendations:**

The Cabinet Member for Strategic Finance and Resources is asked to:

- Note the workforce profile information for 2012/13 included within **Appendix 1**
- Note the headline workforce analysis in maintained schools at **Appendix 2**

**Other useful background papers:** None

**Has it been or will it be considered by Scrutiny?** *No*

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

*No*

**Will this report go to Council?** *No.*

**Report title:**

Coventry City Councils Workforce Profile Report for 2012-2013

**1. Context (or background)**

- 1.1 The purpose of this report is to provide information on the Council's workforce profile for 2012/13. The report enables us to fulfil our responsibility under the Equality Act 2010 as set out within the Council's Equality Strategy.

**2. Options considered and recommended proposal****2.1 Summary of Workforce Profile 2012/13**

The workforce profile data for the period 1 April 2012 to 31 May 2013 is contained within this report. The workforce profile data for **core Council** employees is contained within Appendix 1.

A summary analysis of the workforce profile in the Council's **maintained schools** is contained within Appendix 2.

**N.B.** The Council only 'controls' recruitment for core council employees. As such it is more difficult for the Council to influence the make-up of the workforce in its maintained schools.

In terms of data capture, the data capture mechanism for locally maintained schools is the Schools Information Management System (SIMS) whereas for core Council staff it is ResourceLink. This means the Council relies on its maintained schools to provide it with their equality information. However, a data collection exercise is currently underway for all core council employees and those in maintained schools. It is intended, therefore, that there will be a workforce profile update provided in November 2013 to the Cabinet Member (Strategic Finance & Resources) which will contain the updated data.

Casual employees are excluded from this report for this year going forward on the basis that they are not actual 'employees' in legal terms and hence should not be reported upon in this report.

**CORE COUNCIL ONLY**

	<b>Employee Headcount</b>	<b>Contract Count</b>	<b>FTE</b>
31 <sup>st</sup> March 2012	6364	6646	5096
31 <sup>st</sup> May 2013	6259	6514	5026
DIFFERENCE	-105	-132	-70

**Summary Core Council Equality Data**

- Just under half of the Council's workforce is employed on a part-time basis (49.2%)
- The leaver rate for all employees is 13.37% this includes employees leaving within the ER/VR programme.
- 71.1% of the workforce is female

- At senior management level (above Grade 10) over half the workforce is female (55.9%).
- Black and Minority Ethnic (BME) representation in the workforce is 16%.
- The number of employees who have declared a disability is 5.9%.
- The largest age group (47.6%) in the Council's workforce is aged between 45-59 years and the representation of young people (16-24) in the Council remains low at 4.2%.

## 2.2 Conclusion

The information in the report and the statistical information at **Appendix 1** will be used to support our workforce planning objectives over the coming year as per the Equality Strategy 2011-2014 and the Equalities in Employment Report, 4 July 2013.

## 3. Results of consultation undertaken

No consultation undertaken

## 4. Timetable for implementing this decision

No implementation required

## 5. Comments from Director of Finance and Legal Services

### 5.1 Financial implications

No financial implications.

### 5.2 Legal implications

The report fulfils the Council's responsibilities under the Equality Act 2010.

## 6. Other implications

*Any other specific implications*

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

The Council relies on its workforce in the delivery of its objectives. The information contained in this report assists in effective workforce planning.

### 6.2 How is risk being managed?

No significant risks identified.

### 6.3 What is the impact on the organisation?

The data contained in this report supports the Council in its workforce planning activities.

### 6.4 Equalities / EIA

The specific duty in the Equality Act requires public bodies like the Council to produce a workforce profile on the gender pay gap, the percentage of the workforce from an

ethnic minority and the percentage of the workforce who are disabled employees. The workforce profile provides statistical data that can be used for carrying out an analysis of the impact on equalities of workforce related services and policies.

**6.5 Implications for (or impact on) the environment**

*None*

**6.6 Implications for partner organisations?**

*None*

**Report author(s): Sue Iannantuoni**

**Name and job title: Assistant Director (Human Resources)**

**Directorate: Resources**

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Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Kray Dhillon	Senior HR Adviser	Resources	15.7.2013	19.7.2013
Marie Parekh	Team Leader Management Information	Resources	15.7.2013	19.7.2013
Liz Gardiner	Corporate Research Student Placement	Resources	15.7.2013	19.7.2013
Su Symonds	Governance Services Officer	Resources	19.8.2013	19.8.2013
<b>Names of approvers for submission: (officers and members)</b>				
Finance: Barry Hastie	AD (Financial Management)	Finance & legal	6.8.2013	6.8.2013
Legal: Clarissa Evans	Commercial Team Manager	Finance & legal	6.8.2013	6.8.2013
Members: Cllr Gannon	Cabinet Member	Strategic Finance and Resources	6.8.2013	6.8.2013
Chris West	Executive Director	Resources	28.8.2013	28.8.2013

This report is published on the council's website:  
[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

## Appendices

### APPENDIX 1

#### Core Council Workforce Profile Statistical Information 2012/13

##### 1 Workforce Profile data analysis

This section provides an analysis of the Council's workforce.

The following definitions are used:

- **Whole Workforce** – all employees. Whole workforce figures are used, unless otherwise stated.
- **Black and Minority Ethnic (BME)** – visible minority (non-white) definition used
- Teaching staff are included in analysis unless otherwise stated.

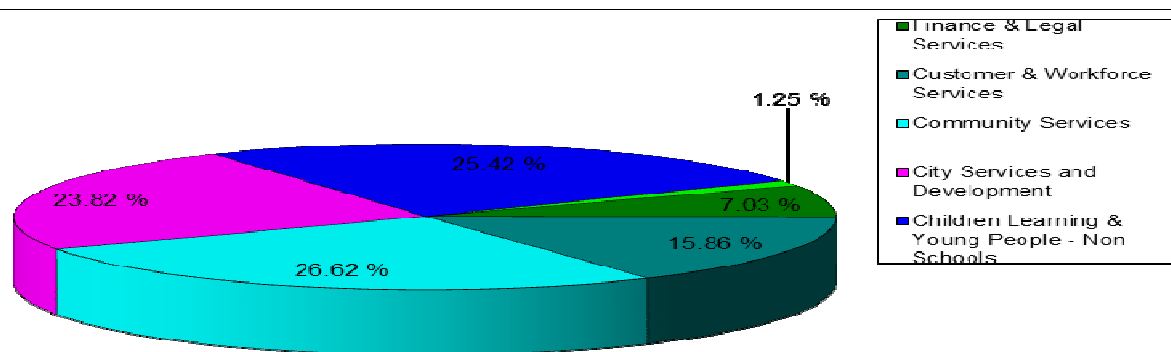
##### 1.1 Overall workforce

###### CORE COUNCIL ONLY

	Employee Headcount	Contract Count	FTE
31 <sup>st</sup> March 2012	6364	6646	5096
31 <sup>st</sup> May 2013	6259	6514	5026
DIFFERENCE	-105	-132	-70

###### Directorate analysis

The following diagram shows the proportion of the core Council's workforce in each Directorate. Due to organisational restructuring in the previous year, direct comparisons on changes in directorate workforce are not possible.



###### Status

50.8% of the core Council's workforce is employed on a full-time basis and 49.2% are part-time. Currently, 23.2% of the city's working age population, in

employment, work on a part-time basis, showing that the Council employs a comparatively high number of part-time workers.

### Leaver Rate

- The Council's leaver rate (the number of leavers as a % of average workforce over the period) is 13.27%. This includes employees leaving within the ER/VR programme.

## 1.2 Gender

### Gender in the workforce

71.1% of the Council's core workforce is female. This figure is reflective of local Government employment. The Council employs a much higher proportion of females compared to the proportion of females employed in the City as a whole, 70.9% of Council employees compared to 44.5% of total employed people in the city are female. Only 29.1% of the Council workforce is male compared to 55.5% of all employed people in the city.

#### *% of employed, working age males/females in Council and City Workforce*

	<b>Council Workforce</b>	<b>Coventry Workforce</b>
Male	28.9%	55.5%
Female	71.1%	44.5%

*Sources: ONS Annual Population Survey (Jan 2012-Dec 2012) and Workforce Profile (May 2013)*

### Gender and employment status

Female employees are more likely to be working on a part-time basis in the Council, with 59.8% of the core Council's female workforce working part-time.

Out of all of the city's working age population, there is a large gap between the proportion of males and females that work on a part-time basis, 41.5% of employed, working age females work part-time compared to only 8.6% of employed, working age males. This would suggest the Council is a flexible employer.

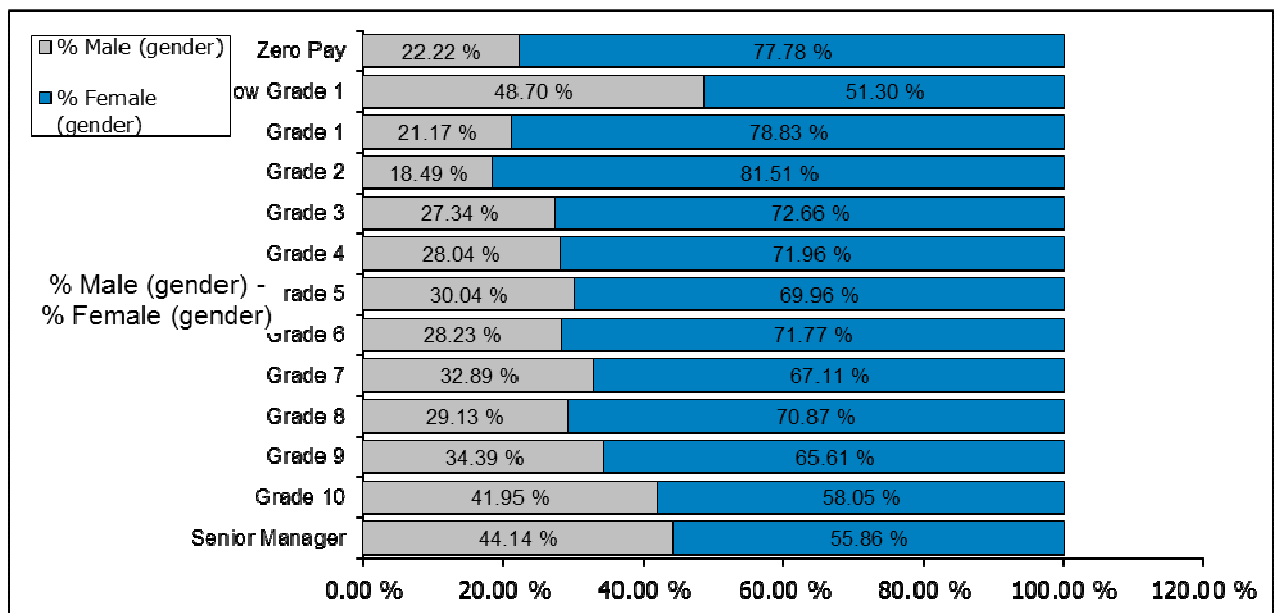
#### *% of employed, working age males/females working full-time and part-time in Coventry*

	<b>Council Workforce</b>		<b>Coventry Workforce</b>	
	Full-time	Part-time	Full-time	Part-time
Male	76.8%	23.2%	90.9%	8.6%
Female	40.2%	59.8%	58.5%	41.5%
Total	50.8%	49.2%	76.5%	23.2%

*Source: ONS Annual Population Survey (Jan 2012-Dec 2012) and Workforce Profile 2013*

## Gender and pay

The diagram below\* provides an analysis of the Council's core workforce by gender against each of the Council's pay bandings. Proportionately, women remain more prevalent in the lower pay bands, significantly at Grades 1 and 2, and less prevalent at the higher pay bands (Grade 9 and above) but all pay bands have over 50% female representation.



## Gender and leavers

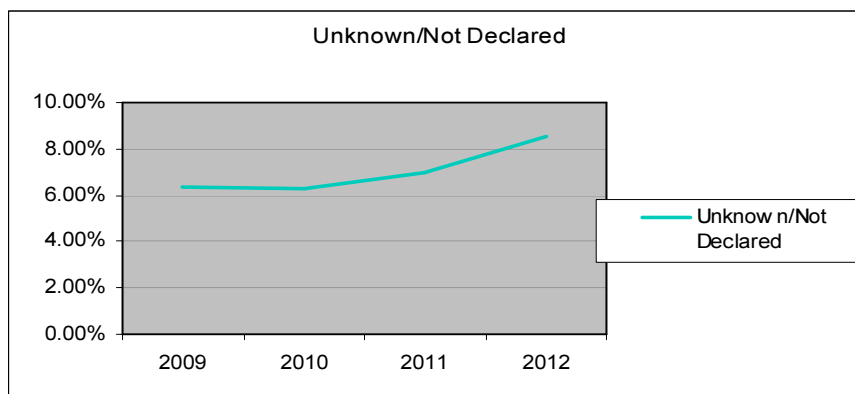
34.1% of core Council leavers were male, and 65.9% were female, which broadly reflects the gender division in the workforce.

### **1.3 Ethnicity**

#### Ethnicity in the workforce

Using the government's 'best value' definition (visible minority groups), 16% (1,045 contracts) of the Council's core workforce come from a black or minority ethnic background. When using a broader definition, which includes white Irish and white other groups, this percentage rises to 20.1%.

The Council has identified an increasing number of employees for whom we have no record of ethnicity, or who have chosen not to declare it (see graph overleaf). The Council is seeking to address this by undertaking a data gathering exercise for its core staff.



When looking at the proportions of working age employed people by their ethnicity, the Council core workforce rates are quite similar to the workforce rates in the City as a whole. The percentage of 'White' employees is comparable (77.3% employed by the Council, 77.6% in the City as a whole). However, 'Asian/Asian British' employees are slightly under-represented in the Council workforce as well as 'Other (inc. Chinese)' compared to the City as a whole (10.7% compared to 15.0% and 0.6% compared to 3.6% respectively). The percentage of Black/Black British employees within the Council (3.8%) shows a close correlation with the percentage of Black/Black British in employment in the City (3.1%)

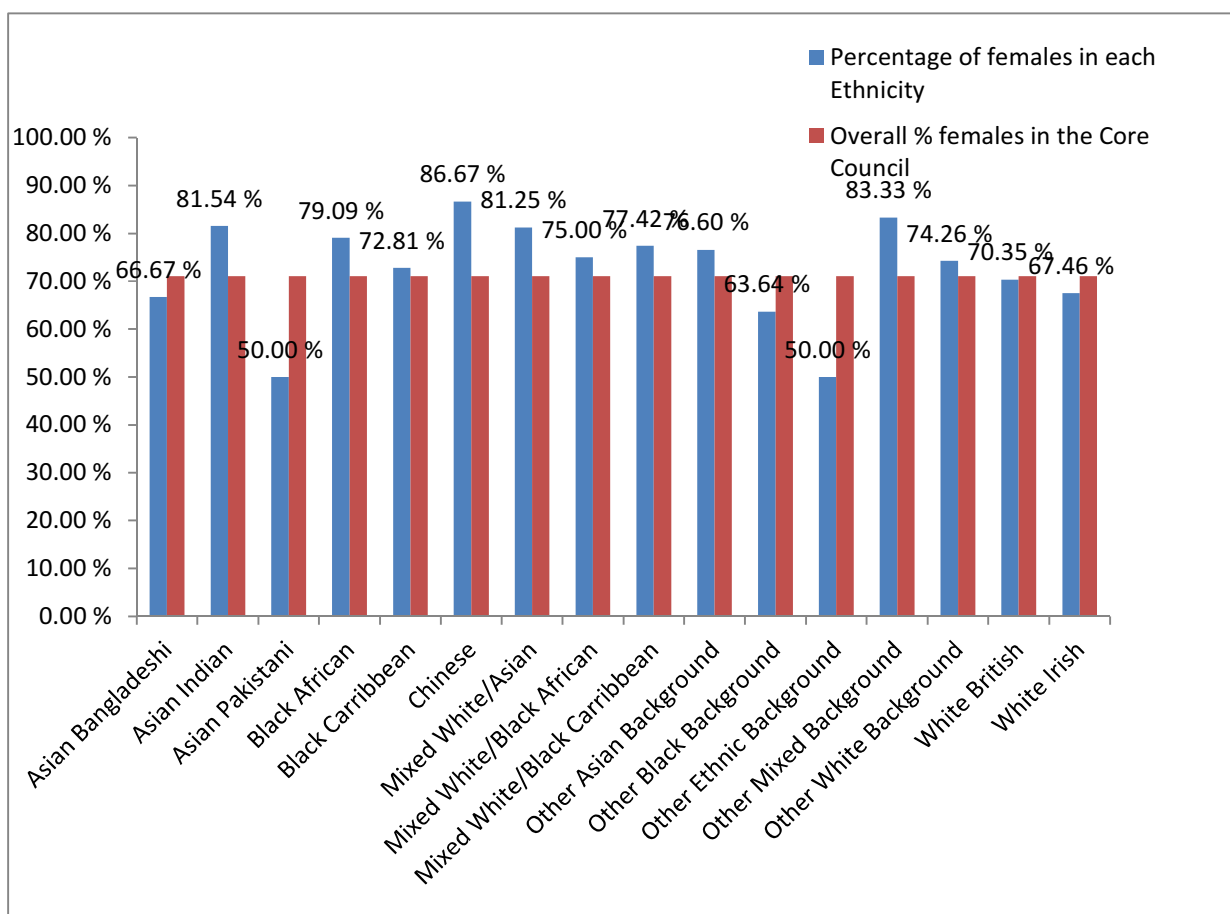
***% of employed, working age people by ethnicity in Council and City Workforce***

	<b>Council Workforce</b>	<b>Coventry Workforce</b>
<b>White</b>	77.3%	77.6%
<b>Asian/Asian British</b>	10.7%	15.0%
<b>Black/Black British</b>	3.8%	3.1%
<b>Mixed</b>	1.0%	[unreliable estimate]
<b>Other (inc. Chinese)</b>	0.6%	3.6%

**Sources: ONS Annual Population Survey (Jan 2012-Dec 2012) and Workforce Profile 2013**



## Ethnicity and gender



The gender of the core Council's workforce, by ethnicity, is broadly reflective of wider organisational trends, with all ethnic groups having a majority female workforce.

## Ethnicity and employment status

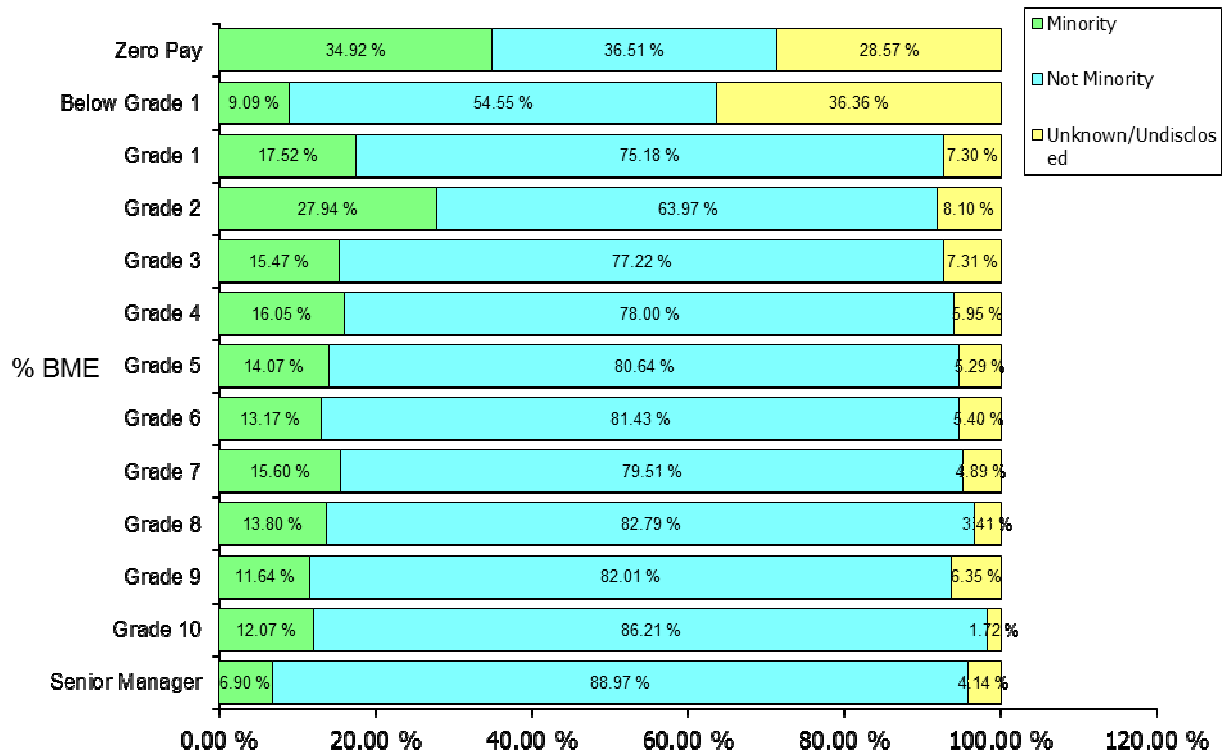
57% (596 contracts) of the minority ethnic core workforce are employed on a part-time basis.

Part-time and full-time working would seem to be less influenced by ethnicity than by gender.

## Ethnicity and pay

The diagram overleaf shows an analysis of the core Council's ethnicity pay differential and that the representation of black and minority ethnic workforce in some pay bands is broadly equivalent to their representation in the workforce. However, at salaries equivalent to pay bands Grade 9 and above black and minority ethnic representation does reduce. There are fewer senior managers (Grade 10 and above) from a minority ethnic group than is representative. The high

percentage of minority ethnic employees at grades 1 and 2 suggests that more minority ethnic staff occupy lower paid jobs than is representative.



**Whole workforce, based on Single Status pay band or equivalent**

Ethnicity and leavers

The leaver rate for minority ethnic staff is 11.8%. This figure is lower than the leaver rate for the whole workforce, 13.3%. The minority ethnic leaver rate compares favourably to the overall Council rate.

**1.4 Disability**

5.9% of the core workforce have declared a disability. This number reflects only those members of staff that have opted to declare their disability and does not, in all probability, reflect the true picture.

Records show that 25.7% of the disabled workforce have required reasonable adjustments to be made to their post. However, this may also not be a complete picture as some reasonable adjustments are made informally at a local level and may not be recorded.

When comparing the percentage of the core Council's workforce that are disabled (5.9%) to the percentage of employed, working age people with a disability within Coventry (13.5%), we see that the proportion is more than double. It should be noted that the Council percentage may not be an accurate reflection due to refusals and unknown disability status.

*% of employed, working age people by disability*

	<b>Council Workforce</b>	<b>Coventry Workforce</b>
Disabled	5.9%	13.5%
Non-disabled	80.2%	86.1%

**Sources: ONS Annual Population Survey (Jan 2012 – Dec 2012) and Workforce Profile 2013**

Increasing employment and improving access to employment are key priorities for the Council and are reflected in one of its Council Plan Objectives "help more local residents get jobs" which is fundamental to the Council's approach to poverty and reducing income inequality. As part of its work to promote equality of opportunity the Council will continue to analyse employment; unemployment and underemployment and will aim to address inequalities faced by different groups including disabled people.

Disability and gender

The majority (67.5%) of core Council disabled staff are female.

Disability and ethnicity

12.8% of the core Council's disabled workforce comes from an ethnic minority background. This is broadly reflective of the percentage of the wider workforce from an ethnic minority background.

Disability and status

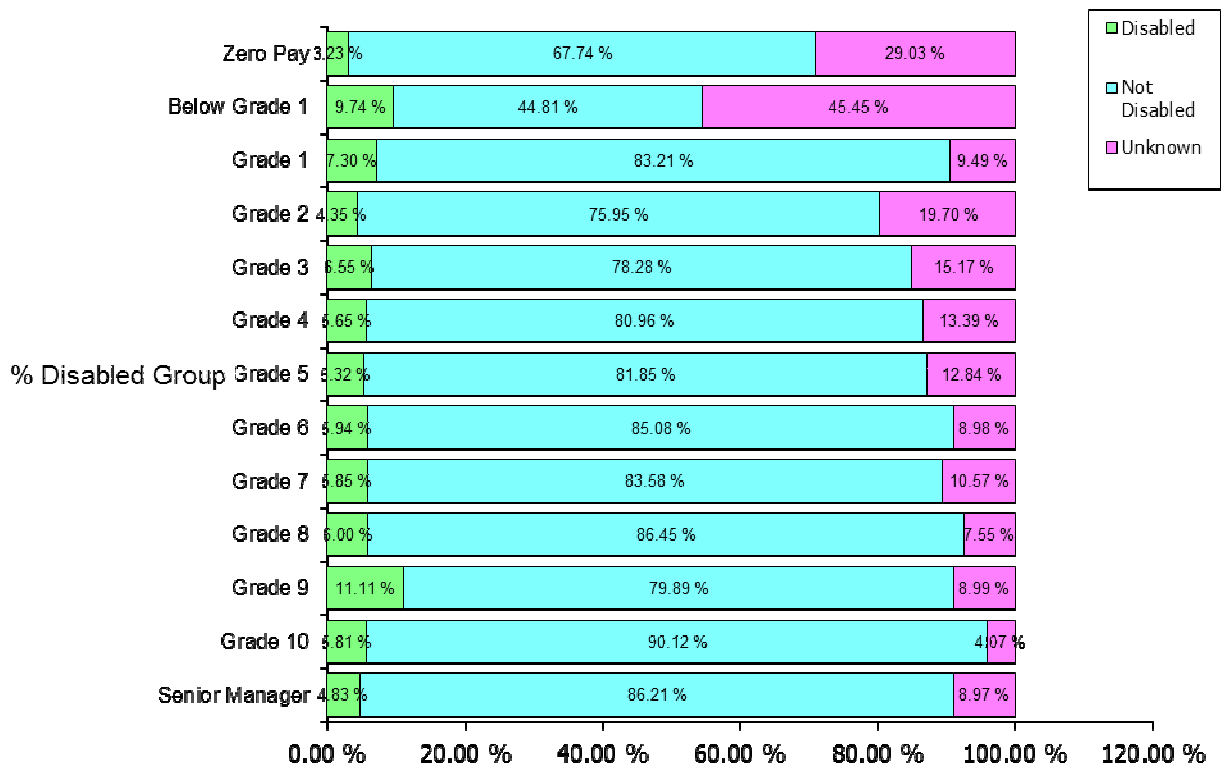
53.14% of the disabled workforce are employed on a full-time basis, which is slightly higher than the percentage of the overall workforce (50.8%). This is a positive reflection on the Council's policies developed in order to support disabled employees in the workplace e.g. the Disability Leave Policy that enables employees to remain in full-time employment whilst being supported to undergo treatment for their disability.

Disability and leavers

8.2% of all leavers were disabled and the leaver rate was 17.8% of all disabled employees. The leaver rate is higher than that for the organisation as a whole (13.3%).

Disability and pay/grading

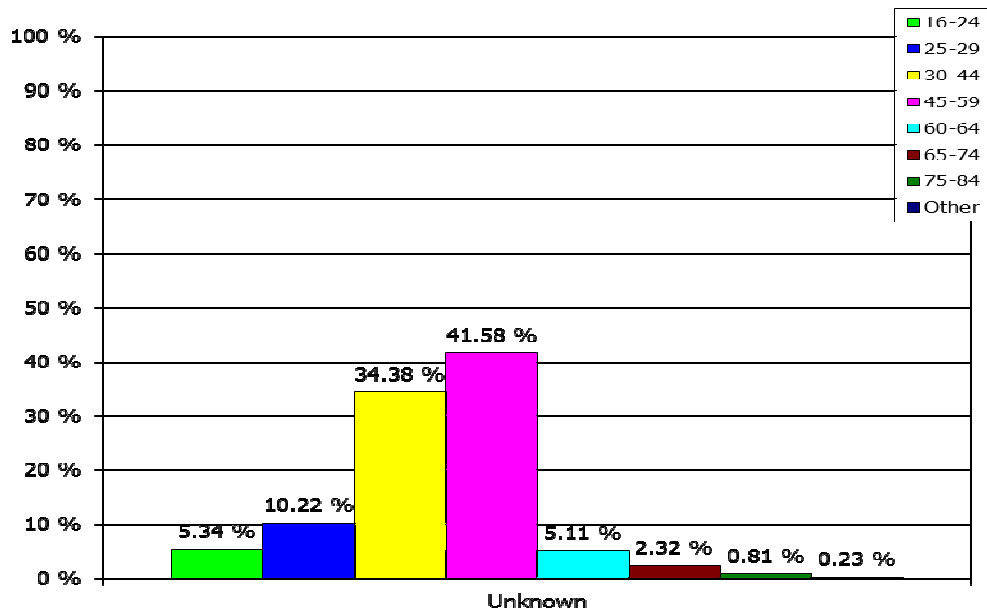
The following diagram shows an analysis of disability within the organisation by single status grade or equivalent and highlights a relatively even distribution of disabled staff across all pay scales.



### 'Unknown' Disability

The Council continues to have an issue with individuals recording their disability status (13.9% (905 contracts) of the Council's core workforce have 'Unknown' or 'refused' recorded against the disability record) on Resourcelink. A data gathering exercise is currently being undertaken in order to attempt to bridge the gap in this data, and to identify where the greatest under-recording occurs.

Overleaf is an analysis by age of those with 'unknown' for their disability status and we can see that 45-59 year olds are the age group with the largest unknown data for disability.



## 1.5 Age

The largest group in the Council's core workforce is aged 45-59 years and equates to 47.6% of the workforce. It would appear that the Council continues to have an older workforce.

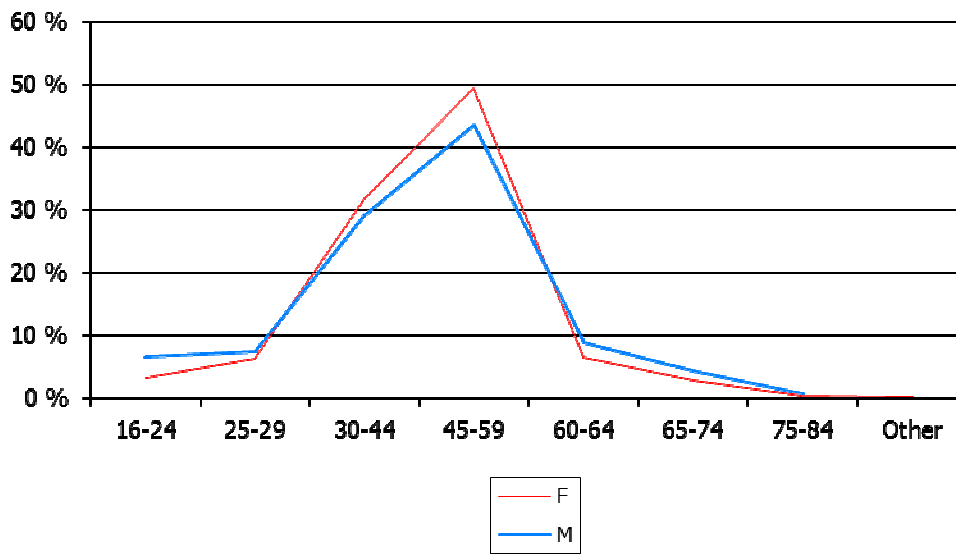
The Council's workforce is under-represented in young people, up to age 24 and age 25-34, compared to the Coventry workforce as a whole (4.2% compared to 10.6% and 15.2% compared to 23.6% respectively), although it is noted that the Coventry figures may be high because of the two universities located in the city. However, there is a larger proportion of people employed that are above the age of 65 working for the Council compared to Coventry as a whole, 3.6% compared to 2.1%.

### *% of employed people by age*

	<b>Council Workforce</b>	<b>Coventry Workforce</b>
Up to age 24	4.2%	10.6%
Age 25-34	15.2%	23.6%
Age 35-64	77.1%	63.6%
Age 65+	3.6%	2.1%

**Sources: ONS Annual Population Survey (Jan 2012 – Dec 2012) and Workforce Profile 2013**

### Age and gender



The graph above demonstrates that a relatively high percentage of the male workforce are aged 60 and over (13.5%) compared with the female workforce that are aged 60 and over (9.5%). This may be reflective of state pension ages.

The significant majority of males are aged between 30 and 59, in keeping with the overall workforce pattern.

### Age and ethnicity

The largest group (43.8%) of ethnic minority staff employed by the Council is aged 45-59 years, the same as for non-minority staff. Older workers tend to be from a white background, for example, 87% of employees aged 60 and over are white.

### Age and disability

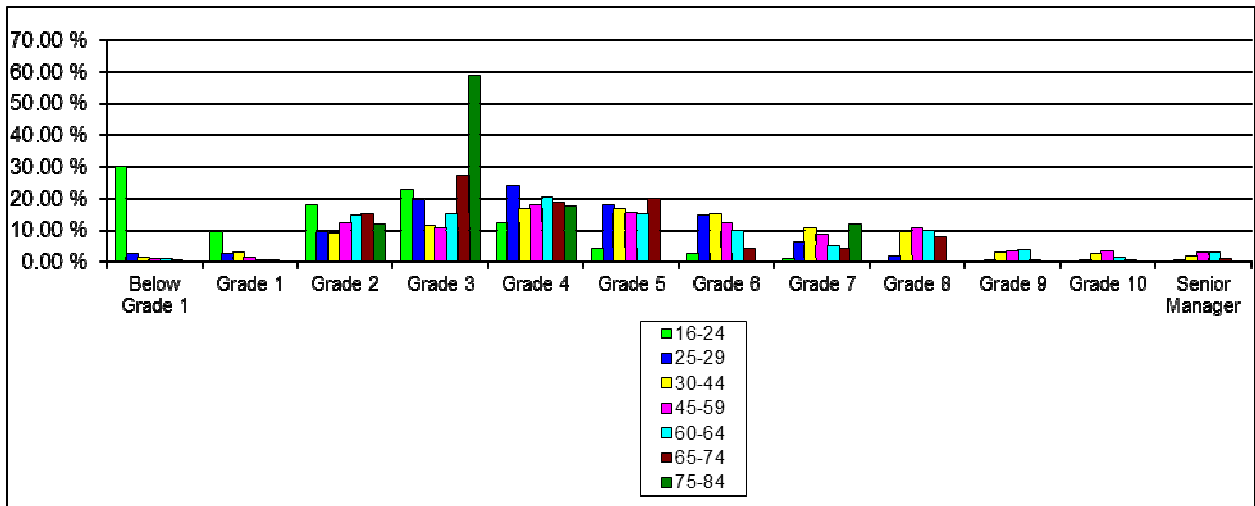
The majority of disabled people are aged 45-59 (52.9%). Only 10.5% of all disabled workers are aged 60 and above.

### Age and leavers

56.8% of all leavers are aged 30-59, it is likely that the early retirement/voluntary redundancy programme would account for these figures. There are however proportionately higher numbers of young leavers compared to their number in the workforce (18.3% of leavers are aged 16-29 compared to 10.8% of the workforce being of this age).

### Age and pay

The following diagram shows an analysis of the age profile within single status and equivalent grade bands. This chart highlights that there are fewer younger workers in the higher pay scales and the majority of those working at Grade 9 and above are aged 30 - 64; a reflection of the levels of knowledge and experience required for higher paid posts.



## APPENDIX 2

### Headline Analysis of Equality Groupings within Coventry's Maintained Schools

Maintained Schools	Headcount	Distinct Contract Count	FTE
Schools	3,950.00	4,144.00	2,918.60
	<b>3,950.00</b>	<b>4,144.00</b>	<b>2,918.60</b>

- There are 1413 teacher contracts within school (out of 4144) and hence 34.1% of school based staff are teachers
- 65.1% of school based employees work on a part-time basis (22.7% of teachers in schools work part-time)
- 89.9% of school based employees are female (84.2% of teachers within schools are female)
- Two thirds of female employees in school work part-time, whereas only a third of male employees work part-time
- 11.6% of school based employees are from a black or minority ethnic background (7.5% of teachers are from a black or ethnic minority background). Almost 10% of school based employees have not declared their ethnicity (8.4% of teachers)
- 2.5% of school based employees are disabled (2.3% of teachers). Almost 27% of school based employees have not declared whether or not they have a disability
- 78.2% of school based employees are aged between 30 and 59, with 5.4% being aged 16-24.