

AGENDA

Resources Overview and Scrutiny Panel

Thursday, 18 July 2013 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****Briefing meeting for Members will be at 9.15 am in the
Flensburg Room****

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of Previous Meetings

To approve the minutes of the meetings held on 4 April 2013 and 6 June 2013
[Copy Minutes in Minute Book 40(1)]

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

To consider any matter which has been the subject of call-in.

A.2 Overview Report Incorporating the Work Programme 5 - 28

To consider a report providing an overview of matters related to the work of the Resources Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.

(Copy Report OS.17/13 herewith)

A.3 2012.13 End of Year Sickness Absence 29 - 38

(Finance, Governance and Resources Portfolio)

The Town Clerk and Chief Executive to submit a report which sets out the authority's sickness absence levels for the period April 2012 to March 2013, the trends through 2012/13 and other sickness absence related information.

(Copy Report CE.06/13 herewith)

A.4 Organisational Development Plan 39 - 46

(Finance, Governance and Resources Portfolio)

The Organisational Development Manger to submit a performance monitoring report with regard to the Organisational Development Plan.

(Copy Report CE.07/13 herewith)

PART B

To be considered when the Public and Press are excluded from the meeting

Members of the Panel

Conservative - Bowman S, Craig, Layden, Clarke (sub), Mallinson J (sub), Prest (sub)

Labour - Atkinson K, Bradley, McDevitt, Watson (Chairman), Forrester (sub), Patrick (sub), Sherriff (sub)

Independent - Betton (Vice Chairman), Graham (sub)

**Enquiries, requests for reports, background papers, etc to
Committee Clerk: Rachel Rooney – 817039**

Resources Overview and Scrutiny Panel

Agenda Item:
A.2

Meeting Date: 18th July 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework
 Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
 Report of: Overview and Scrutiny Officer
 Report Number: OS 17/13

Summary:

This report provides an overview of matters related to the Resources O&S Panel’s work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel’s Work Programme for consideration.
- Note and/or amend the Panel’s work programme

Tracking

Executive:	-
Overview and Scrutiny:	18 July 2013
Council:	-

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 1st July 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

KD.010/13 Medium Term Financial Plan (including the Corporate Charging Policy) and the Capital Strategy 2014/15 to 2019/20 – available for scrutiny on 29th August 2013

KD.012/13 Asset Management Plan 2013 to 2018 – available for scrutiny on 29th August 2013

KD.017/13 Asset Review Business Plan Reinvestment Property Acquisition – Request for the release of funding, decision to be taken at the Executive on 5 August 2013.

2. References from the Executive

The following references from the Executive from their meeting held on 31st May 2013 are attached at **Appendix 2**.

- EX.48/13 – Provisional General Fund Revenue Outturn 2012-13
- EX.49/13 – Provisional Capital Outturn 2012-13 and Revised Capital Programme 2013-14
- EX.50/13 – Treasury Management Outturn 2012-13
- EX.51/13 – Provisional Outturn for Council Tax and NNDR 2012-13
- EX.52/13 – Elected members' Allowances – Provisional Outturn 2012-13

The following references from the Executive from their meeting held on 1st July 2013 are attached at **Appendix 3**.

- EX.67/13 – Treasury Management Counterparties
- EX.74/13 – 2012/13 Summary of Service Standards

3. Work Programme

The Panel's current work programme is attached at **Appendix 4** for comment/amendment.

Contact Officer: Nicola Edwards

Ext: 7122

**Appendices
attached to report:**

1. Notice of Key Decisions
2. References from the Executive
3. Resources O&S Work Programme 2013/14

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS/RISKS: None

Items relevant to the Resources Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.010/13
Decision Title:	The Medium Term Financial Plan (including the Corporate Charging Policy) and the Capital Strategy 2014/15 to 2019/20
Decision to be taken:	To consider the Council's Medium Term Financial Plan and Corporate Charging Policy, and the Council's Capital Strategy and make recommendations to Council on 10th September 2013.
Date Decision to be considered:	5 August 2013 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	2 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Resources Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.012/13
Decision Title:	The Asset Management Plan 2013 to 2018
Decision to be taken:	The Executive will be asked to consider the Council's Asset Management and make recommendations to Council on 10 September 2013
Date Decision to be considered:	5 August 2013 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	2 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker.

These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Resources Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.017/13
Decision Title:	Asset Review Business Plan Reinvestment Property Acquisition
Decision to be taken:	The Executive will be asked to approve a property acquisition and release the funding required for the purchase
Date Decision to be considered:	
Date Decision to be taken:	5 August 2013
Is the Decision Public or Private?:	The decision will be taken in public and there will also be a private report. The report is not for publication by virtue of paragraph 3 of Part 3 of Schedule 12A of the Local Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 31 MAY 2013**

EX.48/13 **PROVISIONAL GENERAL FUND REVENUE OUTTURN 2012/13**
(Key Decision – KD.09/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder presented report RD.12/13 summarising the provisional outturn for the 2012/13 General Fund Revenue Budget. He informed Members that the outturn position showed that the net underspend for Council services as at 31 March 2013, once committed expenditure totalling £696,400 and £312,697 transfers to / from earmarked reserves were taken into account, was £75,247.

The table at Section 2.1 of the report showed that the Council's revised budget for 2012/13 was a total of £14,577,700. A summary of the expenditure for individual Directorates and an explanation of the major variances in those budgets were provided. Also itemised were the budget headings which had achieved savings and provided increased income.

Turning to the key issues, the Finance, Governance and Resources Portfolio Holder reported that the Government's Welfare Reform Agenda, once fully implemented would have a major impact on the benefit system, including a household benefit cap and the introduction of the Universal Credit system which would subsume housing benefit (by 2017). In the medium to longer term the Council would have to significantly reduce staff resources working on benefits administration. Whilst staff redeployment policies would reduce the impact of the changes, there were likely to be voluntary / compulsory redundancies in the Section. He proposed therefore that a Welfare Reform Reserve be established and the unused balance of £200,000 (accrued from underspends on staffing and other savings) be transferred to the Reserve to fund such costs. It was further recommended that management of the Reserve should rest with the Director of Community Engagement with the use of the Reserve requiring Executive approval.

It was also proposed that the Executive make recommendations to Council:

- to release the balance of £1,878 from the Sheepmount Reserve to the General Fund Reserve (as detailed in paragraph 4.1);
- to release the balance of £29,670 from the Job Evaluation Reserve to the General Fund Reserve (as detailed in paragraph 4.2);

APPENDIX 2

- to write off the accrued deficit on the On Street Parking reserve of £190,000 to General Fund Balances (as outlined in paragraph 4.3);
- to top up the Transformation Reserve with £200,000 from the underspend position (as set out in paragraph 4.4); and
- to approve the establishment of the Municipal Mutual Insurance provision for £175,000 (as outlined in paragraph 4.5)

In terms of recession planning, the Finance, Governance and Resources Portfolio Holder explained that the Council's bad debt provision had been increased in respect of housing benefit overpayments and penalty charge notices, but reduced for sundry debtors which had been allocated directly to the services. Further details could be found in Report RD.14/13 elsewhere on the Agenda.

He also circulated details of the carry forward requests which had been submitted by Directorates adding that, if Members were minded to approve the carry forward requests, a recommendation would need to be submitted to the City Council.

The Finance, Governance and Resources Portfolio Holder advised that, due to the level of underspend identified within the report after all carry forward requests were approved and transfers to / from earmarked reserves, approximately £75,200 would be returned to the General Fund Reserve. That would replenish the usable revenue balances by 31 March 2015 to the minimum required.

In accordance with revised Capital Finance Regulations, costs associated with asset disposal totalling £62,994 which were included in the revenue outturn, could be funded from the capital receipt generated. That would result in an increase to revenue balances at 31 March 2013.

The Finance, Governance and Resources Portfolio Holder pointed out that the information contained within the report was provisional and subject to the formal audit process.

He also wished to place on record thanks to Financial Services Officers for keeping a tight reign on the Council's finances.

In conclusion, the Finance, Governance and Resources Portfolio Holder formally moved the recommendations, which were duly seconded by the Deputy Leader and Economy and Enterprise Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive:

- (i) Noted the net underspend as at 31 March 2013 of £75,247 after carry forwards as in (ii) below, and net transfers to/from earmarked reserves as noted in (iii), (iv), (v) and (vi) below;

APPENDIX 2

- (ii) Noted the committed expenditure totalling £696,400 to be met in 2013/14 which had been approved by the Director of Resources and under delegated powers, and the release of £677,400 in 2013/14 and £19,000 in 2014/15 from the General Fund Reserve, for recommendation to Council;
- (iii) Recommended that the City Council release the balance of £1,878 from the Sheepmount Reserve to the General Fund Reserve, as detailed in paragraph 4.1,
- (iv) Recommended that the City Council release the balance of £29,670 from the Job Evaluation Reserve to the General Fund Reserve, as detailed in paragraph 4.2;
- (v) Recommended that the City Council write off the accrued deficit on the On Street Parking reserve of £190,000 to General Fund Balances as outlined in paragraph 4.3;
- (vi) Recommended that the City Council top up the Transformation Reserve with £200,000 from the underspend position, as set out in paragraph 4.4;
- (vii) Recommended that the City Council approve the establishment of the Municipal Mutual Insurance provision for £175,000 as outlined in paragraph 4.5; and
- (viii) Recommended that the City Council approve the establishment of the Welfare Reform Reserve, as detailed in paragraph 4.6, noting that £200,000 would be transferred to the reserve as part of the year end process.

Reasons for Decision

To receive the Report on the Provisional General Fund Revenue Outturn and make recommendations to the City Council

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 31 MAY 2013**

EX.49/13 PROVISIONAL CAPITAL OUTTURN 2012/13 AND REVISED CAPITAL PROGRAMME 2013/14
(Key Decision – KD.09/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder presented report RD.11/13 summarising the Provisional Outturn for the Council's Capital Budget, together with details of the revised Capital Programme for 2013/14. He informed Members that the outturn showed that the net underspend for Council services as at 31 March 2013 once committed expenditure totalling £1,822,500 was taken into account was £1,596,953. He added that requests had been made for carry forwards for new items of expenditure totalling £6,200, and also the removal of the Asset Management Plan expenditure budgets of £1,546,800 from the capital programme, which would result in a net underspend of £43,953.

The Finance, Governance and Resources Portfolio Holder set out the position with regard to carry forward requests on the Capital Programme. He also identified for Members the resources which had been used to fund the 2012/13 Capital Programme and detailed the 5 year Capital Programme for the period 2013/14 to 2017/18. He reported that the programme for 2013/14 totalled £4,760,200 based upon the programme agreed by Council in February 2013 of £9,280,000; the commitments brought forward from 2012/13 of £1,822,500; an additional budget of £6,200 for continuing / new schemes subject to approval by Council, less budget provided of £76,000 in ICT Shared Service for Enterprise Licences, and less land and property acquisitions within the Asset Management Plan to be held in reserves until suitable revenue generating acquisitions became available (£6,272,500).

The 2013/14 programme would be continually reviewed to ensure the Council had the capacity to deliver that level of programme. The main challenge for future years related to the vehicle replacement programme (currently planned to be funded by internal borrowing).

The proposed funding arrangements for the revised 2013/14 programme were also outlined within the report.

APPENDIX 2

The Finance, Governance and Resources Portfolio Holder expressed well deserved thanks to the Officers involved.

In conclusion, the Finance, Governance and Resources Portfolio Holder moved the recommendations set out in the report, which were duly seconded by the Deputy Leader and Economy and Enterprise Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive:

- (i) Noted that, subject to all recommendations below being approved, the net underspend would be £43,953.
- (ii) Noted the net underspend as at 31 March 2013 of £1,596,953 included committed expenditure to be met totalling £1,822,500 in 2013/14, which had been approved under delegated powers by the Director of Resources;
- (iii) Recommended that the City Council on 16 July 2013 approves the carry forward requests of £6,200 for new items of expenditure for furniture and equipment at Play Areas as detailed in paragraph 2.5;
- (iv) Recommended that the City Council on 16 July 2013 approves the removal of the Asset Management Plan expenditure budgets from the Council's capital programme (£1,546,800 from 2012/13, £6,272,500 from 2013/14, £1,035,800 from 2014/15 and £4,045,500 from 2015/16) to be released back from reserves on approval by the Executive when revenue generating opportunities for land and property acquisitions became available.
- (v) Noted the use of the Conservation Fund to fund expenditure on Central Plaza and the Asset Management Reserve to fund expenditure on Industrial Estates, Asset Management Plan and Community Resource and Training Centre in 2012/13;
- (vi) Had considered the revised programme for 2013/14 together with the proposed methods of financing, as detailed at paragraph 5.2 and Appendix B, for recommendation to Council on 16 July 2013.

Reasons for Decision

To receive the report on the Provisional Capital Outturn for 2012/13 and make recommendations to the City Council on the 2013/14 Capital Programme

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 31 MAY 2013**

EX.50/13 **TREASURY MANAGEMENT OUTTURN 2012/13**
(Key Decision – KD.09/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder presented report RD.13/13 providing the annual report on Treasury Management, as required under both the Financial Procedure Rules and the CIPFA Code of Practice on Treasury Management. He also submitted the regular report on Treasury Transactions for the period 1 January 2013 to 31 March 2013. Members' attention was further drawn to developments in the Money Markets over the previous twelve months and their effect on the Council's investments, together with the various performance statistics included within the report.

The City Council had only one substantial long term loan (the £15m stock issue) which was likely to remain on the books for some time yet as the cost of making a premature repayment would be very prohibitive in the present climate, particularly with interest rates being at such depressed levels. There were no plans to undertake any prudential or other borrowing during the current financial year. The focus of the authority's treasury management activities remained therefore very much on the investment aspect of the function.

He added that although investment conditions were, in one sense, as exceptional in 2012/13 as had been the case during the previous year, they were very different as investors coped with some of the lowest interest rates ever seen in the world economy. Although the effect on the City Council's investment interest was slightly down on the previous year, the performance achieved was significantly better than bank base rate levels. For this authority, as indeed for most others, the reduction in investment income posed a very significant financial challenge.

Although the outlook for interest rates in the UK remained uncertain, there was a general expectation that rates would not start to rise again until well into 2015.

The Finance, Governance and Resources Portfolio Holder commented that Officers were managing particularly well. He then moved the recommendation, which was duly seconded by the Deputy Leader and Economy and Enterprise Portfolio Holder.

APPENDIX 2

Summary of options rejected None

DECISION

That Report RD.13/13 providing the Annual Report on Treasury Management be received and recommended to the City Council for approval.

Reasons for Decision

To receive the annual report on Treasury Management

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 31 MAY 2013**

EX.51/13 **PROVISIONAL OUTTURN FOR COUNCIL TAX AND NATIONAL NON DOMESTIC RATES 2012/13**
(Key Decision – KD.09/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder presented report RD.14/13 setting out the 2012/13 provisional outturn and performance position for Council Tax and National Non Domestic Rates.

He informed Members that the estimated outturn of 97.8% suggested that overall liability raised and Council Tax collected would again exceed the budgeted projections of 98.5% (if the collection pattern for recovering 2012/13 arrears followed that of previous years). The impact of increased collection performance was an overall surplus on collection fund of £492,315, the City Council's share of the surplus being £64,929.

The Finance, Governance and Resources Portfolio Holder pointed out that the Council had maintained collection performance so that for the third year running Carlisle was in the 3rd quartile when compared to districts nationally. Whilst that was the Council's best ever performance, the Council would never be in a position to move into the higher collection quartiles for the reasons set out at Section 3.1 of the report.

He added that year-end arrears of £934,895 equating to 1.42% of the 'in year' debit collectable was an improved performance when compared to 2011/12 of £1,410,689.95 (2.2%).

In accordance with the Director of Resources' delegated authority for the write-off of outstanding debts (without limit), the Executive was asked to note that debts totalling £174,115.19 had been written off for the period 1 January 2013 to 31 March 2013. The total amount written off in 2012/13 of £527,001 compared to total write-offs in 2011/12 of £422,616.

The Finance, Governance and Resources Portfolio Holder said that Officers were tracking the position extremely well, and he thanked the members of staff involved. Accordingly he moved the recommendations, which were duly seconded by the Deputy Leader and Economy and Enterprise Portfolio Holder.

Summary of options rejected None

DECISION

That the provisional outturn position at 31 March 2013 for Council Tax (which evidenced the best ever collection performance since Council Tax was introduced) and National Non Domestic Rates; together with the position with regard to write offs and bad debt trends be noted.

Reasons for Decision

To advise the Executive of Council Tax and Business Rates Collection Performance

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 31 MAY 2013**

**EX.52/13 ELECTED MEMBERS' ALLOWANCES – PROVISIONAL OUTTURN
FOR 2012/13**
(Key Decision – KD.09/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources
Subject Matter

The Finance, Governance and Resources Portfolio Holder presented report RD.15/13 setting out the amount of allowances paid to Members as part of the Elected Members' Allowances Scheme for 2012/13. He informed Members that £343,088 had been paid in allowances to individual Members which represented an underspend of £24,012.

The Finance, Governance and Resources Portfolio Holder then moved the recommendation, which was duly seconded by the Deputy Leader and Economy and Enterprise Portfolio Holder.

Summary of options rejected None

DECISION

That Report RD.15/13 be received and the overall underspend of £24,012 on Elected Members' Allowances for 2012/13 be noted.

Reasons for Decision

To receive details of the 2012/13 Provisional Outturn in respect of Members' Allowances

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 1 JULY 2013**

EX.067/13 **TREASURY MANAGEMENT COUNTERPARTIES
(Key Decision – KD.013/13)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

Pursuant to Minute EX.42/13, the Deputy Leader and Economy and Enterprise Portfolio Holder submitted report RD.08/13 concerning Treasury Management Counterparties.

The Portfolio Holder reminded Members that the Treasury Management Strategy for 2013/14 had been approved by Council on 5 February 2013. However, since that date average investment balances had increased as a result of asset sales, in addition to which there had been significant changes to investment return interest rates.

As a result of the above the Deputy Leader and Economy and Enterprise Portfolio Holder outlined a proposal to amend the limits which could be invested with different counterparties. He further summarised the revised limits and investment criteria (as set out at Appendix A), namely:

Lloyds Group / RBS	£8 million
HSBC	£6 million (split £4 million long term, £2 million less than 1 month)
Other Credit Rated Banks/institutions	£4 million
Non Credit Rated Banks/Building Societies	£2 million

He added that a further review of counterparty limits would be undertaken later in the year to ensure limits continued to best meet the investment needs. Officers had attended a Treasury Seminar on 25 April 2013 where alternative investments instruments were discussed such as corporate bonds; all alternatives would continue to be reviewed.

APPENDIX 3

The Director of Resources had, under delegated powers, re-tendered and awarded the contract for Treasury Management Advisory Services for a two year period, with an option to extend for a further two years.

The Resources Overview and Scrutiny Panel had, on 6 June 2013, considered the matter and resolved that the report be noted.

A copy of Minute Excerpt ROSP.38/13 had been circulated.

In conclusion the Deputy Leader and Economy and Enterprise Portfolio Holder moved the recommendations which were duly seconded by Culture, Health, Leisure and Young People Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive:

1. Had considered the response provided by the Resources Overview and Scrutiny Panel with regard to changes to the counterparty limits (as detailed in Minute ROSP.38/13).
2. Approved the investment counterparty limits as outlined at Appendix A and set out in paragraph 2.7 of Report RD.08/13 for recommendation to Council.
3. Noted that the contract for Treasury Management Advisory Services had been re-tendered and awarded under powers delegated to the Director of Resources.

Reasons for Decision

To ensure that the Council's investments are in line with appropriate policies, including the Treasury Management Strategy Statement

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 1 JULY 2013**

EX.074/13 **2012/13 SUMMARY OF SERVICE STANDARDS
(Non Key Decision)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Community, Environment and
Economy; and Resources

Subject Matter

The Deputy Leader and Economy and Enterprise Portfolio Holder submitted report PC.10/13 presenting the end of year performance report against the 2012/13 Service Standards which helped measure the City Council's performance and customer satisfaction.

Members' attention was drawn to Appendix 1 which provided details of each service standard. The table illustrated the cumulative end of year figure; a month by month breakdown of performance; and, where possible, an actual service standard baseline which had been established either locally or nationally.

The Community; Environment and Economy; and Resources Overview and Scrutiny Panels had considered the matter at their respective meetings held on 30 May, 6 June and 13 June 2013.

Copies of Minute Excerpts COSP.40/13, ROSP.44/13 and EEOSP.37/13 had been circulated.

The Chairman of the Community Overview and Scrutiny Panel informed the Executive that benefit claims standard was the only standard which fell within the remit of the Community Overview and Scrutiny Panel. The Panel had been pleased to see the improvement in the number of days in which new benefit claims were being processed but felt that more narrative on how the standards supported the Council's priorities would make more effective scrutiny.

APPENDIX 3

In conclusion the Deputy Leader and economy and Enterprise Portfolio Holder moved the recommendation which was seconded by the Culture, Health, Leisure and Young People Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive had considered the performance of the City Council presented in report PC.10/13 with a view to seeking continuous improvement in the manner by which the Council delivered its priorities.

Reasons for Decision

To seek Executive approval of the End of Year Performance Report.

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 05 July 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision / Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14
Current Meeting															
Organisational Development Plan	✓					✓	To consider review of Plan July - monitor performance in Nov & Feb		✓			✓		✓	
2012/13 End of Year Sickness Absence	✓					✓	To consider the authority's sickness absence levels for April 2012 - March 2013		✓						
Significant Partnerships				✓			Bi-Annual scrutiny		✓		✓				✓
Task & Finish Groups															
Future Meetings															
Performance Monitoring						✓	Quarterly monitoring of performance within remit of Panel	✓		✓		✓		✓	

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 05 July 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Notice of Key Decision / Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14	
Corporate Programme Board						✓	✓		✓		✓		✓			
Budget					✓					✓	✓					
Asset Management		✓				✓										
Medium Term Financial Plan					✓				✓							
Budget Monitoring 13-14					✓	✓			✓		✓		✓			
Corporate Risk Register						✓			✓					✓		
Transformation Board						✓			✓					✓		

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 05 July 2013

Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates								
	Performance Management	Notice of Key Decision / Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14	
							updates									
Employee Opinion Survey							To inform Members of feedback and action plan								?	
Scrutiny Annual Report							Draft report for comment before Chairs Group								✓	
COMPLETED ITEMS																
Carlisle Leisure Ltd				✓			Continued scrutiny of contract monitoring - Audit Report and update	✓								
Treasury Management Counterparties		✓					Scrutinise report recommending amendments to Treasury Management	✓								
2012/13 Provisional Outturn Reports					✓		Outturn reports and recommendations on carry forward requests to Council	✓								

RESOURCES OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 05 July 2013



Issue	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision / Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		6 Jun 13	18 Jul 13	29 Aug 13	10 Oct 13	28 Nov 13	6 Jan 14	20 Feb 14	3 Apr 14
For Information															

Resources Overview and Scrutiny Panel

Agenda Item:
A.3

Meeting Date: 18 July 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: NO
 Public / Private: Public

Title: 2012/13 END OF YEAR SICKNESS ABSENCE REPORT
 Report of: Chief Executive
 Report Number: CE 06/13

Purpose / Summary:

This report sets out the authority’s sickness absence levels for the period April 2012 to March 2013, the trends through 2012/13 and other sickness absence related information. The report also provides the Panel with an update on activities the authority is undertaking to reduce levels of sickness absence and proposals to reduce levels further in 2013/14.

Recommendations:

1. Consider and comment on the information on sickness absence provided in the report.

Tracking

Executive:	N/A
Overview and Scrutiny:	Resources 6 June 13
Council:	N/A

1. BACKGROUND

2011/12's 11.1 days lost per full-time equivalent employee (FTE) to sickness absence was the highest experienced by the authority in 5 years.

As a consequence, efforts were made to address the increasing levels of absenteeism. A Lean Systems Review (a philosophy of continuous, incremental improvement that aligns the organisation to deliver customer value and eliminate waste. It is one of the methodologies currently being used by the Authority as an approach to delivering service reviews that ensures services are fit for purpose and affordable).of sickness absence was also initiated and managers were provided with further support to help reverse the trend. A full update on the Lean Systems Review is provided below.

Appendix A below shows the provisional sickness absence levels for the 2012/13 fiscal year. The level of absenteeism is split by directorate and is represented as both the number of working days lost and the number of working days lost per FTE employee. A figure is also provided for the proportion of the sickness absences that are classified as being long term i.e. over 28 days in duration. The tables also provide a comparison with previous years.

The 2012/13 annual sickness absence level has reduced by 18% to 9.06 working days lost per FTE employee in comparison to last year. The opportunity cost saving of this reduction, based on the absent employees' grades is just short of £96,000.

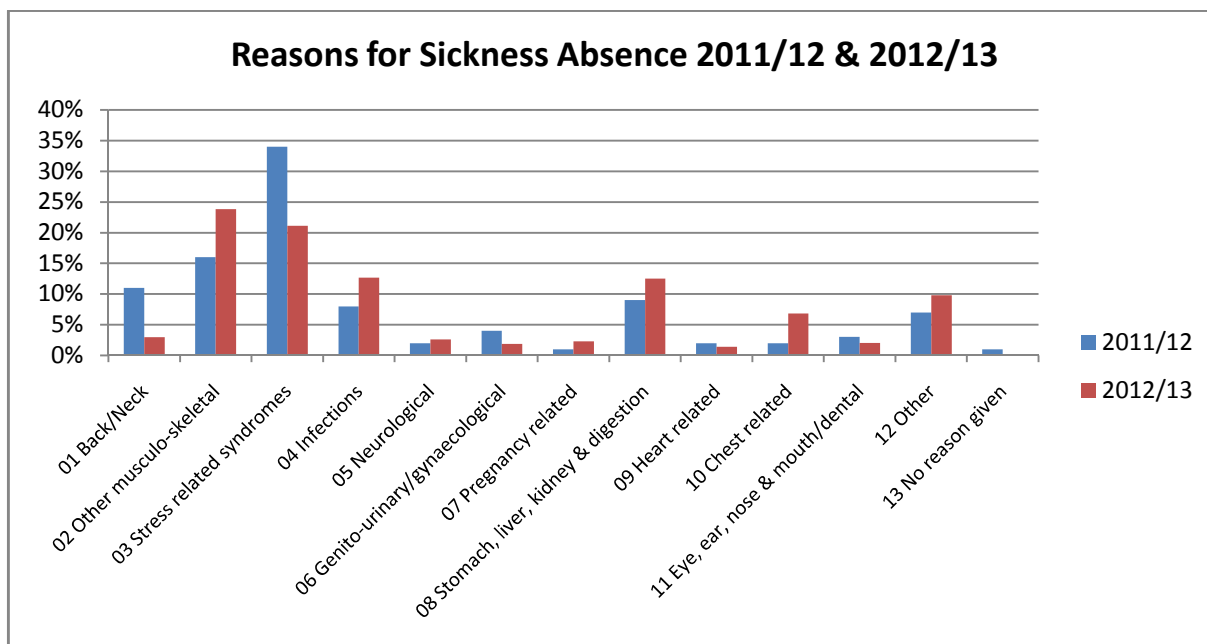
This can be attributed to four out of six directorates experiencing a reduction in absenteeism and nearly 550 less FTE days being lost to short-term absences and 870 less days being lost to long-term absences. Over the year the number of FTE employees has reduced by approximately 30 (5.5%).

Note that in previous reports a figure has been provided that excludes the shared Revenues and Benefits service. This extra figure was provided because the sickness absence levels were significantly higher in the group of employees that were TUPE'd from Copeland and Allerdale councils and skewed the Carlisle figures. HR has worked closely with managers in this service area and the shared service is now consistently on par with the rest of the authority so a separate figure is no longer required. Monitoring will still continue going forward however.

The seasonal pattern follows previous years as would be expected with peaks being seen in winter months. There is no obvious relationship between level or type of sickness absence and age, gender or contract types.

Reasons for absences

The causes of sickness absences are categorised into twelve headings as shown in the bar chart below. The causes are self-determined by the absentee. A comparison is made with 2011/12. The bar chart shows what proportion of the total sickness absence is represented by each of the reasons for absence.



In 2011/12 the biggest cause of sickness absence was stress related symptoms with 2118 FTE days lost. A priority throughout 2012/13 was to address this growing issue through encouraging referrals to Occupational Health and the introduction of the Employee Assistance Programme (EAP) in July 2012. As part of this roll out Carlisle & Eden Mind attended July 2012's Management Briefing to talk to managers about what they can do to support staff affected by stress, anxiety and depression.

Nearly one in four employees absent through stress-related reasons in 2012/13 was referred to Occupational Health. For those off long-term this figure increases to one in three.

In 2012/13 the number of FTE days lost to these symptoms reduced by nearly 50%.

The biggest cause of absence in 2012/13 was musculo-skeletal related problems. 1209 FTE days were lost which represents an increase of nearly a quarter on the previous year. Further analysis is required into the causes of these problems but only one in seven of the employees absent with these symptoms were seen by Occupational Health. It is worth noting however that 19 other employees were referred to a physiotherapist without going off sick.

6% of employees have used the 'Active Care' element of the EAP in the first nine months since it was first introduced. Active Care provides employees with access to:

- Stress helpline
- Structured telephone counselling
- Referral to face to face counselling
- Referral to serious illness and accident support

EAP is provided by an independent external organisation who work to a robust professional code of strict confidentiality so it is not known which employees have used these services.

A breakdown of the reasons for sickness absence in each directorate is available to directors on the 'S drive'. Because of the small numbers of employees in certain directorates individuals may be identifiable so a directorate analysis of reasons for absence is not provided in this report. The biggest improvements though, have been made in the following service areas: Revenues and Benefits, Neighbourhoods and Green Spaces and Highways.

Benchmarking

2012/13 sickness absence benchmarking data for the other north west local authorities is currently being compiled by the North West Employers and will be available later in the year.

Return to Work Interviews

Nearly 96% of Return to Work (RTW) Interviews have been conducted for absences occurring in 2012/13. This represents a significant improvement on previous years. The table below gives directorate figures.

Directorate	% of RTW conducted
Chief Executive's Team	100
Community Engagement	93.9
Economic Development	95.9
Governance	100
Local Environment	94.6
Resources	99.2
All Directorates	95.5

The main reasons why the remaining RTW Interviews have not been completed is either because the employee has left the organisation before returning to work or the employee has gone off sick again before the interview was completed.

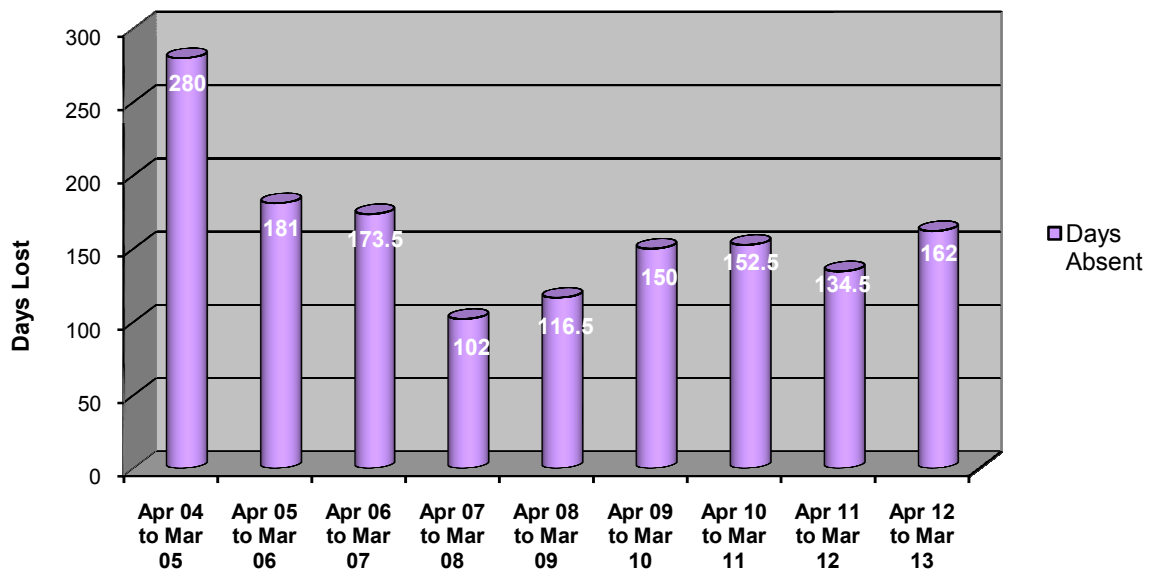
Flu jabs

From the funds obtained as a result of the holiday purchase scheme, the authority paid for 96 members of staff to receive a flu jab in 2012/13. There is insufficient evidence about what effect these jabs have had on the level of sickness absence this year. Staff are to be offered the jab in 2013/14 so further sickness data following these jabs should allow more concrete evidence to be gained before accurate conclusions are made.

Absences as a result of accidents at work

The graph below shows the trend in the number of days lost to sickness absences that have resulted from accidents occurring whilst the employee was at work.

Carlisle City Council Year on Year Absences resulting from declared accidents at work



There is an overall downward trend in these types of sickness absences but, due to the workforce size and total days lost to sickness absence decreasing, the proportional of the days lost caused by work-related accidents is actually increasing.

Note that in 2012/13 over two-thirds of the days lost could be attributed to two employees who were absent long-term.

Improvement Actions

A small team of officers with the required knowledge and skills commenced a Lean Systems Review of sickness absence in January 2012.

Initial research and discussion identified the need for:

- timely, accurate and accessible sickness figures; and
- ensuring staff feel valued through regular contact and consistent application of policy and procedures.

This has resulted in managers inputting sickness absence directly into Trent to improve timeliness of sickness statistics being available and reduce administrative duplication.

Trent training for managers was completed in October 2012. Managers have also been reminded of the importance of regular contact with staff during sickness absence.

There has been an improvement in sickness absence information available to managers.

There are now:

- Monthly reports for managers to show sickness levels by service area. Managers have been encouraged to use this report at team meetings and Directorate Management Team meetings and to have sickness absence as a fixed agenda item at these meetings.
- Information relating to the proportion of Return to Work Interviews carried out in each directorate.
- Individual's sickness absence history over the last three years available to line managers.
- Trigger reports to show manager's performance against adhering to the Attendance Management Policy.

A revamped Attendance Management Policy and Procedures document has been developed and implemented. Changes include:

- Line manager to contact employee on first, fourth and eighth days of absence and weekly contact thereafter.
- Policy easier for managers to use with the development of checklists, new forms and more example letters.
- Referrals encouraged to the Employee Assistance Programme, especially with employees absent due to the reason of 'Stress, depression, anxiety, neurasthenia, mental health & fatigue syndromes' as all advice and statistics show that early intervention is essential.
- Reduction in the process of managing short term sickness absences by immediate referral to Absence Support Meeting when triggers are met.
- All Carlisle City Council staff, including those within Carlisle hosted shared services, now included under one policy.

Monthly drop in sessions to provide managers with assistance in the use of Trent is on-going and successfully used. All new managers are automatically booked onto these.

Actions still to be completed:

- Payroll implications in relation to sickness absence to be calculated and run straight from Trent (currently use a ledger) - available from April 2014.
- Paternity logged on Trent - available from April 2014.

- Occupational Health (OH) report linked to person on Trent electronically. All electronic filing of personal documents is currently being implemented and will be complete by the autumn.
- Additional reporting on physiotherapy, OH and counselling. Work is on going for System Manager to be able to store information against those who haven't been off sick, but have been referred. This will be available later this year.
- E-learning packages will be available for staff and managers shortly.

2. PROPOSALS

The Lean review recommendations are implemented and the authority continues to monitor sickness absence levels.

3. CONSULTATION

The report was reviewed by the Senior Management Team on 14 June 2013.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the end of year sickness information with a view to driving continuous improvement.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Monitoring sickness absence to help ensure the staff resources available to deliver the Carlisle Plan are maximised.

Contact Officer:	Jason Gooding	Ext: 7009
	Gary Oliver	7430

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

Appendix A: Provisional 2012/13 Sickness Absence Figures

1. All Directorates

PI Code	PI Name	2010/11	2011/12	2012/13
CC912	Working days lost due to sickness absence per FTE	9.3	11.1	9.1
CC912_num	Number of FTE days lost due to sickness absence	5910	6200	4782
	Number of working days lost due to sickness absence			5371
CC923	Proportion of sickness absence that is long term (over 28 days)	47%	58%	57%

2. Community Engagement

PI Code	PI Name	2010/11	2011/12	2012/13
CE912	Working days lost due to sickness absence per FTE (average)	9.2	14	8.8
CE912_num	Number of FTE days lost due to sickness absence	2132	2700	1626
	Number of working days lost due to sickness absence			1784
CE923	Proportion of sickness absence that is long term (over 28 days)		67%	51%

3. Economic Development

PI Code	PI Name	2010/11	2011/12	2012/13
ED912	Working days lost due to sickness absence per FTE (average)	5.7	4.7	4.3
ED912_num	Number of FTE days lost due to sickness absence	320	206	191
	Number of working days lost due to sickness absence			206
ED923	Proportion of sickness absence that is long term (over 28 days)		30%	42%

4. Governance				
PI Code	PI Name	2010/11	2011/12	2012/13
GV912	Working days lost due to sickness absence per FTE (average)	5.8	5.1	5.4
GV 912_num	Number of FTE days lost due to sickness absence	143	108	121
	Number of working days lost due to sickness absence			136
GV923	Proportion of sickness absence that is long term (over 28 days)		51%	57%

5. Local Environment				
PI Code	PI Name	2010/11	2011/12	2012/13
LE912	Working days lost due to sickness absence per FTE (average)	10.2	11.8	9.7
LE912_num	Number of FTE days lost due to sickness absence	2262	2436	1859
	Number of working days lost due to sickness absence			2042
LE923	Proportion of sickness absence that is long term (over 28 days)		58%	59%

6. Resources				
PI Code	PI Name	2010/11	2011/12	2012/13
RS912	Working days lost due to sickness absence per FTE (average)	10.2	8.4	13
RS912_num	Number of FTE days lost due to sickness absence	840	636	925
	Number of working days lost due to sickness absence			1143
RS923	Proportion of sickness absence that is long term (over 28 days)		43%	67%

7. Chief Executive's Team				
PI Code	PI Name	2010/11	2011/12	2012/13
CT912	Working days lost due to sickness absence per FTE (average)	10.7	6.7	3.3
CT912_num	Number of FTE days lost due to sickness absence	214	114	60
	Number of working days lost due to sickness absence			61
CT923	Proportion of sickness absence that is long term (over 28 days)		61%	0%

Resources Overview and Scrutiny Panel

Agenda Item:
A.4

Meeting Date: 18 July 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: NO
 Public / Private: Public

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT
 Report of: Organisational Development Manager
 Report Number: CE 07.13

Purpose / Summary:

The Organisational Development Plan 2011 – 2013 was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for employees, key actions and measures of success for organisational development issues.

Progress against the Plan is reported to Resources Overview and Scrutiny Panel on a quarterly basis and this is the end of year report for 2012/13.

Recommendations:

Consider the Organisational Development Plan Report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 Introduction

- 1.1.1 The Organisational Development (OD) Plan was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for our employees, key actions and measures of success.
- 1.1.2 The priorities in the OD Plan are based on those in the Local Government Workforce Strategy 2010 - organisational development, leadership development, skills development, recruitment and retention, although pay and rewards has become recognition and reward.
- 1.1.3 This report builds on the previous reports presented to the Resources Overview and Scrutiny Panel since the Plan was created. A copy of the OD Plan is included as Annex A.

1.2 Organisational Development

- 1.2.1 Progress continues on *1.1 – Complete the restructure of the directorates*. The continued need to make savings means service reviews are ongoing. The OD Team will continue to support staff through these changes and work with managers to identify any new development needs. A workshop on supporting staff through redundancies took place in February.

1.3 Leadership Development

- 1.3.1 The development programme for *2.2 – Build on the ILM 3 Award in First Line Management to create a development programme for first line managers* was launched in February. Workshops included within the programme were team development, remote relationships, interviewing skills for managers, team briefings and giving and receiving feedback.

- 1.3.2 The first element of 2.3 *Design and deliver a potential managers programme* took place in June with an 'Is Management for Me?' workshop. Further work on this programme will take place as part of the talent management programme.
- 1.3.3 Workshops for over 80 managers and supervisors took place in May to introduce the City Council's new management competency framework in support of 2.5 – *Design and introduce management competencies*. An e-learning module has also been created to support this.

1.4 Skills Development

- 1.4.1 A new corporate training directory for April to October 2013 was launched at the start of April to support 3.1 – *Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals*. New workshops included providing administrative support for projects, writing references and suicide awareness.
- 1.4.2 Staff have continued to take part in literacy and numeracy classes as part of 3.2 – *Increase uptake of Skills for Life qualifications*. Staff in Street Cleansing, Waste Services and Green Spaces have recently achieved literacy and numeracy qualifications.
- 1.4.3 Further work has continued in support of 3.5 – *Introduce an e-learning package*. The City Council now has 35 e-learning modules available to staff and Members. Recently developed modules include attendance management for managers, service standards and customer care for waste management. Between 1/4/12 and 31/3/13, 49 employees completed 116 modules. The most popular were conducting investigations – 10, recruitment and selection – 9 and welcome to Carlisle City Council – also 9. Further modules will be developed.

1.5 Recruitment and Retention

1.5.1 Work continues to support 4.2 – *Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning*. The Organisational Development Manager has provided information to managers across the City Council on how to take on apprentices including costs.

1.5.2 The City Council is working with Richard Rose Morton Academy on their Career Academy programme and is offering a paid internship to a Year 12 student in the summer holidays.

1.6 Recognition and Reward

1.6.1 Work continues on 5.1 – *Introduce a range of employee benefits*. A second window of the Cycle to Work scheme opened in April and 18 staff bought bikes this time. Another window will open in the autumn. 41 staff bought extra annual leave through the Holiday Purchase scheme for the 2013/14 leave year and will pay for it over 12 months. Another window for this scheme will open in July for the October to March part of the annual leave year and staff will pay for it over six months.

1.6.2 Projects continue to be delivered for 5.2 - *Promote health and wellbeing initiatives to support staff*. Occupational health checks were offered to staff in February and March and 25 staff took part. Lunchtime learning workshops have taken place on composting for beginners run by Sustainable Brampton and on support for carers run by Carlisle Carers. A wellbeing and learning day for staff and Members took place in May and over 160 people attended. Two staff from Lancaster City Council and two from Richard Rose Morton Academy visited the event to see how it was run.

2. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

2.1 The actions in the Organisational Development Plan support the priority to develop a skilled and prosperous workforce, fit for the future.

Contact Officer: Emma Titley

Ext: 7597

**Appendices Organisations Development Plan 2011-13
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

Annex A – ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

Vision and values	<p>Carlisle City Council: A dynamic learning organisation committed to supporting the development of all its staff, delivering efficient and effective services, maximising opportunities for growth and exploring new ways of working with partners.</p>				
	<p>Our employees: Skilled people who are adaptable to changing circumstances, responsive to customer needs, making best use of limited resources and working together to achieve the City Council's goals.</p>				
Our priorities	<p>Organisational Development</p>	<p>Leadership Development</p>	<p>Skills Development</p>	<p>Recruitment and Retention</p>	<p>Recognition and Reward</p>
Our key objectives	<p>Create an organisation responsive to the needs of Carlisle with highly skilled staff delivering excellent services</p> <p>Continue to demonstrate our community leadership role and 'lead by example'</p> <p>Regularly review our corporate structures to ensure they are fit for purpose</p> <p>Identify opportunities to work with partners from all sectors on service delivery</p>	<p>Development of managers at all levels of the organisation</p> <p>Identify future managers and provide development opportunities</p>	<p>Improve the skills of the whole workforce</p> <p>Build capacity to address current and future skills gaps</p>	<p>Be recognised as the employer of choice in Carlisle</p> <p>Develop a talent management plan</p>	<p>Develop a Total Rewards approach</p>
Outcomes for our employees	<p>Greater satisfaction and pride in working for Carlisle City Council</p>	<p>A strong and visible Senior Management Team</p> <p>Effective line managers who support the development of their staff</p>	<p>Increased opportunities for development including gaining qualifications in the workplace</p>	<p>Increased sense of feeling valued in the workplace</p>	<p>An improved package of benefits</p>

Our key actions	<p>Complete the restructure of directorates</p> <p>Use age-related demographic data to support workforce planning to identify future staffing requirements</p> <p>Develop our staff to support partners involved in creating new forms of engagement and enterprise</p> <p>Conduct an annual employee opinion survey</p>	<p>Design and deliver a middle managers leadership and development programme</p> <p>Build on the ILM level 3 Award in First Line Management to create a development programme for first line managers</p> <p>Design and deliver a potential managers programme</p> <p>Identify individual and group development opportunities for SMT</p> <p>Design and introduce management competencies</p>	<p>Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals</p> <p>Increase uptake of Skills for Life qualifications</p> <p>Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs</p> <p>Conduct a skills audit to build a database of staff skills to support projects</p> <p>Introduce an e-learning package</p>	<p>Work with partners to promote employment opportunities at the City Council to under-represented groups</p> <p>Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning</p> <p>Develop a talent management programme to include growing our own staff to fill internal vacancies</p> <p>Promote work-related learning opportunities for school, college and university students to staff and educational organisations</p>	<p>Introduce a range of employee benefits e.g.:</p> <ul style="list-style-type: none"> • Holiday purchase • Sabbaticals • Cycle to Work <p>Promote health and wellbeing initiatives to support staff</p> <p>Review flexible working policies to improve work/life balance for staff</p>
Our key measures of success	<p>Retain the Skills Award in 2013</p> <p>Performance indicators for:</p> <p>% of employees rating the Council as a good employer</p>	<p>Management information for:</p> <p>% managers taking part in development programmes</p>	<p>Management information for:</p> <p>% of employees taking part in training and development activities</p> <p>Number of employees working towards a higher level qualification</p> <p>% of employees with no qualifications</p> <p>% of employees at different levels of the QCF</p>	<p>Management information for:</p> <p>% of employees aged under 25</p> <p>% of employees who feel valued as employees</p>	<p>Management information for:</p> <p>% of employees taking up new benefits</p> <p>% of employees taking part in health and wellbeing initiatives</p> <p>% of working days lost due to sickness absence</p> <p>Proportion of sickness that is long term</p>

