

# Public Document Pack



## Resources Directorate

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To the Cabinet Member for Strategic Finance and Resources

12 December, 2016

Dear Member,

### **Supplementary Agenda – Meeting of the Cabinet Member for Strategic Finance and Resources - Thursday, 15 December, 2016**

With your agreement, the following report is to be considered as urgent business at the above meeting. The reason for urgency is to enable the Strategy to be implemented in January, 2017.

#### **10a Coventry City Council's Workforce Strategy 2016-2020 (Pages 3 - 20)**

Report of the Executive Director of Resources

If you have any queries, please do not hesitate to contact me on the telephone number shown above.

Yours sincerely

**Suzanne Bennett**  
**Governance Services Co-ordinator**



INVESTOR IN PEOPLE

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15 December 2016

**Name of Cabinet Member:**

Cabinet Member for Strategic Finance and Resources – Councillor J Mutton

**Director Approving Submission of the report:**

Executive Director of Resources

**Ward(s) affected:**

None

**Title:**

**Coventry City Council's Workforce Strategy 2016 - 2020**

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**Is this a key decision?**

*No*

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**Executive Summary:**

The purpose of this report is to present to the Cabinet Member for Strategic Finance & Resources the Workforce Strategy for 2016 – 2020 for consideration and approval.

The Strategy outlines the way forward for our workforce over the next four years. It outlines key strategies:

- **Planning** - meeting the challenge of a fast-moving public sector environment where flexibility and adaptability will be key to ensuring the successful delivery of services. Ensuring our workforce, at all levels, reflects the city's diverse communities.
- **Supporting** – to have a committed, proud and engaged workforce, where stakeholders such as Trade Unions play an important part. A fair pay and reward strategy that is transparent and flexible. Employees are properly recognised for their hard work and good performance. A commitment to supporting employees on important issues like health and safety and wellbeing.
- **Enabling** – supporting employees with rapid change in culture and mind-set to demonstrate a clear commitment to embracing digital innovation. Kickstart facilitates the workforce to adopt new ways of working, by working in shared space with new

technology, increased agility and smarter working, with around 2,000 employees moving to a new building at Friargate in summer 2017.

- **Transforming** – achieving the best possible leadership and management at every level through strong and committed leadership and using our behaviours framework. A flexible, talented and committed public service workforce who can work together across services and boundaries inside and outside the Council.

**Recommendations:**

The Cabinet Member for Strategic Finance and Resources is recommended to approve the 2016-2020 Coventry City Council Workforce Strategy as appended to this report.

**List of Appendices included:**

Coventry City Council Workforce Strategy 2016 -2020

**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 Council's Workforce Strategy 2016 -2020**

### **1. Context (or background)**

- 1.1 The Coventry City Council Workforce Strategy was conceived out of a need to outline the vision to meet our workforce reform agenda over the next four years.

### **2. Options considered and recommended proposal**

It is recommended that the proposal to have one singular Workforce Strategy is considered by the Cabinet Member– this was the only option taken and considered prior to compiling the report.

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

- 3.1 The document has been shared with senior members of Corporate Leadership Team, directorate management teams, trade union colleagues and some of our elected members for final comment.

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

- 4.1 It is anticipated that the Workforce Strategy will be launched in January 2017 to all employees. It will be monitored on a regular basis by Head of HR & OD Barbara Barrett, Senior Management Board and the Cabinet Member for Strategic Finance and Resources, Councillor Mutton.

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

- 5.1 Financial implications

There are no specific financial implications from the Strategy itself. Any specific financial implications from the implementation of various aspects of the Strategy will be picked up as part of future reports to Members.

- 5.2 Legal implications

As an employer the City Council will have regard to all of its statutory duties and responsibilities towards its workforce.

#### **Other implications**

None

- 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 proposed Workforce Strategy will contribute significantly to Coventry City Council's core aims of delivering the best possible services to the people of Coventry; Making places and services easily accessible; developing a more equal city with cohesive communities and neighbourhoods and will assist in the effective delivery of key objectives and corporate priorities within City Council.

**6.2 How is risk being managed?**

Key risks are primarily in proposed changes to employment policies and any changes that are found within current terms and conditions of employment. It is anticipated that effective, open and transparent consultation with Trade Union colleagues, managers and employees will enable meaningful change in this regard.

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

It is anticipated that it will have an on-going impact for all employees working for Coventry City Council in all aspects of their work.

**6.4 Equalities / EIA**

As a consequence of Section 149 of the Equality Act 2010, Coventry City Council has a duty to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people. It is anticipated that the Workforce Strategy addresses these requirements through workforce planning and meaningful employee engagement within the Strategy.

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

None

**6.6 Implications for partner organisations?**

None

**Report author(s):**

**Name and job title: Barbara Barrett/Head of HR & OD**

**Directorate: Resources**

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Enquiries should be directed to the above person.

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Members: Councillor J Mutton		Cabinet Member for Strategic Finance and Resources	8/12/16	8/12/16

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## **Appendices**

Coventry City Council's Workforce Strategy 2016 – 2020

**Agile, digitally capable and  
committed to Coventry people**

# **Coventry City Council's Workforce Strategy**

**2016-2020**

Coventry City Council, like all councils across the country, is facing unprecedented challenges. Spending cuts since 2010 mean that by 2020 we will have lost more than half – 56% - of our annual grant from government; that's £120million less a year to continue to provide the services Coventry people need and value.

Our biggest cost is our workforce and over the past six years the number of people working for us has reduced by more than a quarter. These numbers will continue to reduce and so it's more important than ever we have the right people in the right jobs across the organisation – and that they're supported to do their jobs effectively, are appropriately rewarded and are absolutely committed to delivering the best possible services. We also must make sure that we're delivering value for money by having the right employment model(s) (including terms and conditions) in place for our employees.

This strategy outlines the way forward for our workforce for the next four years. It aims to set out a framework that will ensure we have the right employment policies, practices and processes in place so that everyone who works for the Council can enjoy their work and do the best possible job.

It also aims to develop ways of making sure our employees have the right skills we need to deliver Council services over the next few years in a fast changing environment. While the future can feel pretty uncertain, we can be certain that change will continue at pace, new technology will continue to provide smarter solutions to the way we deliver services and we will continue to face financial challenges that will call for difficult decisions and very new approaches to the way we commission and deliver services.

I'm very proud to be a councillor for Coventry, representing the people in the city that's my home and I know that our employees also feel the same pride in Coventry. We're committed to making sure this strategy supports employees to continue to do a great job for the Council and that we're ready, able and willing to adapt to the changes and challenges ahead.

**Cllr John Mutton, Cabinet Member (Strategic Finance and Resources)**

There's never been a more challenging – or rewarding – time to work in local government and public services. There's no doubt that the way councils like Coventry deliver services and work with local people is changing more quickly and more radically than ever before.

That calls for new, smarter ways of working, new skills and, above all, a committed and passionate workforce that puts the place and people they serve above everything else.

Once an organisation has the right people, supported with the right tools and training to do the right job, it can achieve great things. In an era of diminishing budgets, changing relationships with partners (across public, private and voluntary sectors and regionally through devolution) and technology that's changing on a monthly (even daily) basis we have to be agile, digitally capable and up for change.

Behind a willingness to adopt new ways of working and develop new relationships with our residents, businesses and partners, we need the right workforce strategies, policies and processes in place. These need to be streamlined, evidence-based, simple, consistent and effective. They need to be worked through and supported by members, trades unions and – most important of all – our employees.

The vision for our workforce in the future is outlined in this strategy; there's a lot more work to do in order to develop focused action plans that will help us achieve the vision. Some of this work will call for fundamental changes in the way we work and the way we're rewarded, but I'm committed to making sure we have the necessary, but tough, conversations with you all about why we need this change.

Many things drive me to come to work every day – knowing that every day will be different, that I work with a great team of passionate people, and that we're at the heart of big changes in the city. But most of all I'm driven by the place I serve – the need to deliver the best possible services to the people of Coventry. And that's at the heart of this strategy.

**Martin Reeves, Chief Executive**

# Our workforce strategy

## Planning

Robust planning for the future will help us ensure our workforce meets the challenges of a fast-moving public sector environment where flexibility and adaptability will be key to ensuring the successful delivery of services. We also want our workforce, at all levels, to reflect the city's diverse communities more closely; good workforce planning will help us deliver this.

### How will we get there?

- Streamline data collection and improve information quality to develop a more detailed and accurate workforce profile.
- Review the skill mix of teams in social care and identify tasks and skills undertaken by professionally qualified social workers which could be done by other trained and qualified employees and workers.
- Identify roles that are suitable for joint appointments, succession plan for business critical posts and develop secondment and rotational opportunities for employees within the Council, in partner organisations and across the region.
- Identify and nurture talent within the organisation through a talent and succession management strategy, including investment in the apprenticeship and graduate schemes.
- Agree and deliver the workforce equality improvements year on year as set out in the Council's Plan.
- Develop a robust workforce plan to identify future workforce requirements, including knowledge, skills and capabilities to deliver the services and meet the needs of Coventry people.

### What will we achieve?

- Address any recruitment, retention and development needs identified through the workforce planning process to tackle knowledge, skills, and capability shortages and diversity gaps.
- A more stable professional workforce with a healthy turnover of employees, whilst remaining attractive and able to retain employees in posts that are difficult to recruit to.

- Effective management structures with transparent lines of accountability and effective talent and succession plans.
- An affordable and flexible employment model to provide stability and consistency and also meet seasonally or adhoc increases in service demands.
- A workforce that is more reflective of the local community.

## **Supporting**

It's very important that employees have a say in the way in which our Council is run and stakeholders like the trades unions have an important role to play. Our pay and reward strategy needs to be fair, transparent and flexible. Employees need to feel they are properly recognised for their hard work and good performance and that we are committed to supporting employees on important issues like health and safety and their wellbeing.

Many of our employees are – rightly – proud to work for the Council, delivering vital public services to residents in the city they love. We want to make sure that every employee is proud of the job they do and the organisation they work for, despite the challenges faced across public services.

A proud and committed workforce, with honest and open communications and an active employee engagement programme will deliver the best possible public services for Coventry people. We need to work effectively with elected members, employees and trades unions at every level of the organisation in order to develop a workforce that's passionate about the Council and the city it serves.

### **How will we get there?**

- Continue to develop a strong and positive engagement culture to ensure employees feel informed, involved and consulted.
- Review our current employee reward and benefit packages, benchmarking against similar councils and comparable partner organisations.
- Develop a performance-based remuneration strategy.
- Continue to review the impact of the Living Wage and potential impact on pay equalities.
- Review and streamline employment contracts, policies and procedures.
- Explore opportunities to further improve employees' overall health, safety and wellbeing in line with legislation and best practice.

### **What will we achieve?**

- Improved employee engagement, job satisfaction and pride in working for Coventry City Council.
- Outstanding contributions by teams or individuals is recognised and rewarded.

- The right employment policies and procedures are in place to support the Council Plan.
- Simple role profiles to deliver agility and flexible career pathways.
- Ensure terms and conditions are in line with similar organisations and reflect the future needs of the organisation.
- That employee benefits are well understood, promoted and easily accessible.
- Improved health, safety and wellbeing, with a reduction in incidents, accidents and work-related ill health.

## Enabling

With increased expectation from our customers for online interaction, digital connection and easy to access services, we need rapid change in culture and mind-set to demonstrate a clear commitment to embracing digital innovation.

Our major programme of change - Kickstart – expects the workforce to adopt new ways of working, by working in shared space, with new technology, increased agility and smarter working, with around 2,000 employees moving to a [new building at Friargate](#) in summer 2017.

The Digital Coventry Strategy expects the workforce to be suitably skilled in the use of digital technology and service redesign, with a strong emphasis on user experience and ease of use. We need to ensure employees at every level of the organisation have the digital skills and confidence to apply technology, with the aim to streamline services, maximise the use of data, work collaboratively, simplify processes and avoid duplication.

### How will we get there?

- Develop a Digital Skills Strategy, providing a clear vision and expectation of digital standards and addressing gaps through training and recruitment.
- Develop the digital skills and confidence of our workforce so they are equipped to productively and proactively apply technology when delivering services.
- Working together with Kickstart, ICT and Transformation, to enable teams through the provision of the right tools, technology and support.
- Review our Health and Safety strategy to ensure it addresses the needs of employees working in a more digitally orientated and agile environment.

### What will we achieve?

- A digitally confident and competent workforce with the ability to adapt to changes in working practices, technology and service demands.
- A committed workforce adopting a digital first approach to service delivery and meeting customer needs.
- Increased and accessible self-service for all our customers.
- A vibrant and exciting environment for the up-and-coming generation of digital talent.
- Workplace risks are assessed and mitigated to create safe working practices.

## **Transforming**

The challenges – and opportunities – we face call for the best possible leadership and management at every level of the organisation. We want to make sure our leaders and managers are passionate about delivering the best possible public services, support and develop the people they manage and lead and exemplify the qualities developed in our behaviours framework.

During a period of unprecedented change and challenge, including spending cuts, the devolution agenda and the need to continue to drive an ambitious regeneration programme across the city, with strong and committed leadership has never been more important. We believe that a well led and engaged workforce has a positive impact upon the quality of our customer experience and provides for greater levels of employee satisfaction.

We need a flexible, talented and committed public service workforce who can work together across services and boundaries inside and outside the Council. We want to support, nurture and create aspirational leaders of the future who will put local people at the heart of everything we do and work with them to help shape our - and their - future Council.

### **How will we get there?**

- Regular and clear communications of the Kickstart principles and behaviours we expect from our employees.
- Embed our behaviour framework in recruitment and selection, management supervisions and appraisals.
- Delivery and evaluation of leadership and management development programmes.
- Increase uptake and continually review and improve our performance appraisal process.
- Create a safe, healthy work environment and culture that promotes high levels of engagement, productivity and attendance, appropriately supporting employees when sickness/absence occurs.
- Build a high performing culture across the Council, utilising our performance management process to effectively feedback and support employees when productivity is falling below our requirements.

## **What will we achieve?**

- A culture of high performance focused on productivity and meeting the needs of Coventry people.
- Responsible and accountable leadership and management practices that positively engage employees and recognise good performance.
- The behaviours framework and Kickstart principles will be widely understood and embedded across the work of the Council.
- Measurable increase in employees' satisfaction with our leadership and our management practices.
- Continuous professional development for all employees that meets essential knowledge and skills requirements and supports career development for the benefit of the people of Coventry.
- A safe and healthy workplace with a reduction in sickness and absence.

## **Next steps**

We're working in an ever-changing world and we need to make sure we can adapt and deliver the best services we can for local people.

We need to embrace opportunities to work differently - whether that's working together across the Council, with partners, with the West Midlands Combined Authority or with local communities - to look at what's best for the city and local people.

And this won't be without challenges. We have huge financial pressures which mean we can't just keep on doing what we've always done. It will be difficult at times but we are committed to providing the right conditions for people to develop and succeed in their careers, and this strategy is the start of that discussion and how we make it happen.

Our Corporate Leadership Team and the HR/OD service, led by Barbara Barrett, will work with all colleagues across the Council to deliver and monitor the implementation of this strategy. They will report progress to our Senior Management Board and the Cabinet Member for Finance and Resources on a regular basis.

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