



Finance and Corporate Services Scrutiny Board (1)

Time and Date

2.00 pm on Wednesday, 25th January, 2017

Place

Marketing Suite, Eaton House, Eaton Road, Coventry, CV1 2FJ

Public Business**1. Apologies and Substitutions****2. Declarations of Interest****3. Minutes**

(a) To agree the minutes of the meeting held on 30 November 2016 (Pages 3 - 6)

(b) Matters Arising

4. Friargate (Pages 7 - 12)

Briefing note

5. 2016/17 Quarter 3 Capital Programme (Pages 13 - 16)

Briefing note

6. Coventry City Council's Workforce Strategy 2016-2020 (Pages 17 - 34)

Report of the Executive Director of Resources.

Note: Following consideration of this matter at his meeting on 15 December 2016, the Cabinet Member for Strategic Finance and Resources approved the following additional recommendation:

“That the Cabinet Member will take into account any comments or recommendations received following consideration of the Strategy by the Finance and Corporate Services Scrutiny Board (1) at their meeting on 25 January 2017”.

7. Outstanding Issues Report

Outstanding issues have been picked up in the Work Programme

8. Work Programme (Pages 35 - 36)

Report of the Scrutiny Co-ordinator

9. Any other items of Public Business

Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved

Private Business

Nil

Chris West, Executive Director, Resources, Council House Coventry

Tuesday, 17 January 2017

Notes:1)The person to contact about the agenda and documents for this meeting is Carolyn Sinclair, Governance Services, Council House, Coventry, alternatively information about this meeting can be obtained from the following web link:

<http://moderngov.coventry.gov.uk>

2) Council Members who are not able to attend the meeting should notify Carolyn Sinclair as soon as possible and no later than 9am on the day of the meeting giving their reasons for absence and the name of the Council Member (if any) who will be attending the meeting as their substitute.

3) Scrutiny Board Members who have an interest in any report referred to this meeting, but who are not Members of this Scrutiny Board, have been invited to notify the Chair by 12 noon on the day before the meeting that they wish to speak on a particular item. The Member must indicate to the Chair their reason for wishing to speak and the issue(s) they wish to raise.

Membership: Councillors S Bains, L Kelly (Chair), J Lepoidevin, J McNicholas, J Mutton (By Invitation), G Ridley, T Sawdon, R Singh, T Skipper and R Thay

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.

Carolyn Sinclair

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Coventry City Council
Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held
at 2.00 pm on Wednesday, 30 November 2016

Present:

Members: Councillor L Kelly (Chair)
Councillor S Bains
Councillor J Lepoidevin
Councillor J McNicholas
Councillor T Sawdon
Councillor R Singh
Councillor T Skipper
Councillor R Thay

Other Members: Councillors J Mutton

In attendance: Mr E Hodson (Coventry Citizens Advice Bureau)

Employees:

Resources: B. Hastie, C. Sinclair, B. Strain, L. Welton

Public Business

26. Declarations of Interest

There were no declarations of interest.

27. Minutes

The minutes of the meeting held on 19 October 2016 were signed as a true record. There were no matters arising.

28. Impact of changes to Local Council Tax Support Scheme - 6 month review

The Board considered a briefing note which provided an update on the changes to the Council's Council Tax Support (CTS) scheme, six months after implementation.

In April 2016 the Council's revised Council Tax Support (CTS) scheme came into effect. The revised scheme required all working age households to pay a minimum 15% of their council tax liability regardless of financial circumstance. There were approximately 20,000 working age households receiving some level of council tax support – prior to the implementation of the revised scheme in 2016 approximately 16,000 working age households had no council tax charge. The change required the average band 'A' household to contribute approximately £3 to £4 per week towards their council tax liability.

The document detailed an overview of collection and recovery rates in the first two quarters of 2016/17 for all households in the city and the impact on customers. In summary, it was noted that the vast majority of people had paid and were paying their council tax. The council had adopted a measured approach to collect from households that had fallen into arrears – not applying for court costs and delayed sending accounts to enforcement agents as would normally happen. Enforcement officers had been instructed to take a more pragmatic approach to payment arrangements for CTS cases and to consider each case on its merit. Mr Ed Hodson from Coventry Citizen’s Advice Bureau attended the meeting and presented feedback from the Bureau which had commended the approach taken by the City Council in the roll out of the reformed CTS scheme and the recovery of Council Tax arrears however there were ongoing concerns relating to some aspects including the affordability of repayment plans and the user-friendliness of online accounts in conjunction with lack of digital skills or confidence of some customers.

The Board questioned officers on aspects of the report including the ease of use of ‘My Account’ and how other authorities were dealing with the changes.

Following discussion it was agreed that it would be beneficial to consider a progress report after one year of implementation of the Scheme – in June 2017. Mr Hodson was then thanked for his attendance and contribution, and an invitation was extended to him to attend the June 2017 meeting.

RESOLVED that the Board note the document and receive a further report in June 2017 to allow a full year analysis to be presented.

29. **Progress report on delivery of the Social Value Policy and Procurement Strategy**

The Board considered a report of the Executive Director of Resources on the delivery of the Procurement Strategy through the Procurement Board. It was a constitutional requirement that this be reported to the Cabinet Member for Strategic Finance and Resources, and he would be receiving the report at his meeting on 15 December 2016.

The Sub Regional Procurement Strategy 2015-2020 was adopted by the Cabinet Member for Strategic Finance and Resources on 7 December 2015. The Social Value Policy was adopted by Full Cabinet on the 11 February 2014 and incorporated the Public Service (Social Value) Act 2012 that came into force on 31 January 2013. The report detailed how the delivery of the Social Value Policy had been incorporated into the delivery of the Procurement Strategy and the outcomes that have been achieved.

The Board discussed aspects of the report in particular the skills and employment plan which had provided a number of apprenticeships on major local developments.

RESOLVED that the Board welcome the report.

30. **Outstanding Issues Report**

There were no outstanding to report.

31. **Work Programme**

The Board noted the work programme.

32. **Any other items of Public Business**

There were no other items of public business.

(Meeting closed at 3.00 pm)

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Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board (1)

Date 25th January 2017

Subject: Kickstart Programme Update

1 Purpose of the Note

- 1.1 Scrutiny Board have asked for a progress report on the Kickstart Programme as part of their work plan for the current financial year.
- 1.2 Attached is a presentation which officers will talk to and take questions on at the Scrutiny Board Meeting following a site visit to Friargate.

2 Recommendations

- 2.1 To note the presentation and question officers present.

3 Information/Background

- 3.1 Council and Cabinet approved the Kickstart programme at meetings in June 2013.
- 3.2 The economic development benefits of the Friargate project for the City have been considered most recently by Business, Economy and Enterprise Scrutiny Board (3) on 27th November, 2016.
- 3.3 Finance and Corporate Services Scrutiny Board are invited to review the progress of the Kickstart project against the Councils transformation plan to change the way it delivers services, rationalise its estate and deliver core budget savings to the Council.

Nigel Clews, Place Directorate, 02476831302

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Scrutiny Board 1

Council Move to Friargate

18th January 2017



What you agreed (Cabinet Report June 2013)

What has been done to date

The construction of a new, Council-owned office building as the first building within the Friargate development

- Our office building at Friargate is progressing at pace.
- The building is now watertight
 - On target for practical completion mid-August 2017

Investment in the creation of a new Customer Services Centre in Broadgate

- New Customer Service Centre opened to the public in November 2015, consolidating multiple reception points
- Our people working in agile manner in open-plan office accommodation with new technology
 - Channel shift strategy well-underway

Investment in the Council House as the Civic and Democratic Centre

- New Democratic Centre opened Q4 2016
- Member and key stakeholder visits took place in advance of opening
 - Feedback being sought from room users
 - Link bridge between Council House and CC3 to be removed Easter 2017

Investment in a number of other suburban office buildings to support locality based service delivery

- This element has been superseded by the Connecting Communities programme driven by People Directorate
- Technology; systems and enabling technology rolled-out and support in place to help teams adapt to new ways of working

What you agreed (Cabinet Report June 2013)

What has been done to date

The introduction of agile and flexible working arrangements for Council staff to drive productivity and efficiency gains

- A new Corporate Learning & Development offer has been produced and will be launched soon
- Recruitment and selection process has now been reviewed and standardised approach agreed. Behaviours now used to assess candidates' suitability for appointment
- Performance management framework now fully embedded and appraisals to be completed between April – June to align with CCC's business planning cycle
- 2017's training and development plan now established and being rolled-out to support workforce transformation

The rationalisation of the Council's operational office buildings from 27 to 9

- Property disposals progressing in line with business case
- Capital receipts largely in excess of business case assumptions
- Staff decanted from Christchurch & Spire House to enable early demolition of these buildings to accelerate the construction of the new City Centre water destination facility

The construction of the Friargate Bridge

- Project delivered and completes Phase I of Friargate's masterplan

Communications and Engagement

- Regular attendance at ward forums; community groups and resident association meetings
- Ongoing and active engagement with Council staff about property; new ways of working; technology deployment
- Training for managers and staff progressing to compliment required working-practice change

What you agreed (Cabinet Report June 2013)

What has been done to date

Financial Update

- £500k required revenue savings – well on target and currently over-performing
- Early decant – delivered and well ahead of targeted saving of £115k PA

Readiness & Challenges

- ICT equipment in place but skills gap restricting operational benefits; looking at how staff can be up-skilled to use enabling technology
- Cultural shift across the organisation
- Parking – for peripatetic and office-based staff
- Remote leadership and psychology of change
- Planning for RICS
- Heatline not yet formally signed-up but commercial agreements nearing completion
- Digital Strategy
 - Digital customer and inclusion
 - Digital communities
 - Digital place
 - Digital workplace



Coventry City Council

Briefing Note

To **Scrutiny Board 1**

Date **13th January 2017**

Subject **2016/17 Quarter 3 Capital Programme**

1. Scrutiny Board 1 have requested a line by line analysis of the capital programme for 2016/17 to be reviewed at the meeting on the 25th January 2017.
2. Table 1, provides the detail of Estimated Spend for 2016/17 with its resourcing plans, which will be reported to Cabinet as part of the Quarter 3 Budget Control Report.
3. In addition, some additional sub- tables are provided to provide further details on specific lines * in the programme which cover numerous projects of a smaller value. i.e Highways Investment, Other Transport and Other (Smaller Capital Projects).
4. The future 5 year capital programme is currently being developed as part of this year budget setting process.

Table 1 - 2016/17 Capital Programme	
Row Labels	ESTIMATED OUTTURN Q3 £'000
City Centre South	305
CSMP & NUCKLE	4,606
ICT	4,391
Kickstart Office	27,805
Play Areas	410
Public Realm	3,240
Skills/Jobs and Business Support	7,488
Vehicle Plant and Replacement	3,530
Highways Investment	11,072
Swanswell Viaduct	1,057
Integrated Transport Works	1,545
Other Transport & Innovation	1,680
Other (Smaller Projects)	1,066
Pathways to Care (Support to Foster Carers)	241
Basic Need Schools	290
Basic Need Early Year	260
Basic Need - TBNP	159
Condition Schools	3,303
Condition - Early years	91
Devolved Formula Capital	581
Tiverton New Broad Spectrum School	1,000
Early Years	478
Suitability/Access	149
Coventry Investment Fund (CIF)	284
Cov Baths R&M	55
Alan Higgs 50m Swimming Pool	283
City Centre Destination Leisure Facility	2,700
AT7 Centre	19
Disabled Facility Grant	2,901
Grand Total	80,989

Corporate Resources	12,739
Prudential Borrowing	35,531
Grant	29,064
Capital Expenditure charge to Revenue Account	970
Leasing	257
Section 106	2,428
TOTAL RESOURCES	80,989

Sub-tables

Highways Investment	£000s
Major Road Repair and Maintenance	8,247
Skipworth Road S106	20
Banner Lane S106	1,237
SWCJIP	350
A4600 Congestion Relief Scheme	157
GD18 (ULS04) - Unlocking Sites - A45-Leam Road	75
GD18 (ULS06) - UK Central (A46 Link Road)	486
GD18 (ULS07) - B4100 Dual Carriageway (M40 J12)	500
Total Highway Investment	11,072

Other Transport	£000s
UK Autodrive	30
UK CITE	36
GD13 - Dynamic Routing	1,200
GD14 - A46 N-S Corridor (Stanks)	100
GD15 - Kenilworth Station	314
Total Other Transport	1,680

Other (Smaller Projects)	£000s
War Memorial Park Water Feature	50
Coombe Country Park - Summer House	60
Coombe Car Park Equipment	166
Canley Regeneration (Prior Deram Park)	220
NDC Master planning (Project Management)	10
London Road	200
Far Gosford St Liveability Fund	146
FGS CPO's / Ringfenced Receipts	97
Canley Crematorium - New Burial Graves	40
Refit - Guaranteed energy savings	20
Meantime Strategy	9
Lentons Lane Cemetery	13
Tackling Fuel Poverty	19
Housing Venture	16
Total Other	1,066



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

Is this a key decision?

No

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.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Nicole Firth	HR Adviser	Resources	5/12/16	8/12/16
Helen Joyce	HR Manager (interim)	Resources	6/12/16	7/12/16
Suzanne Bennett	Governance Co-ordinator	Resources	12/12/16	12/12/16
Other members				
Names of approvers for submission: (officers and members)				
Finance: Kathryn Sutherland	Lead Accountant	Resources	7/12/16	9/12/16
Legal: Gill Carter	Senior Solicitor	Resources	7/12/16	9/12/16
Director: Chris West	Executive Director	Resources	8/12/16	9/12/16
Members: Councillor J Mutton		Cabinet Member for Strategic Finance and Resources	8/12/16	8/12/16

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www.coventry.gov.uk/councilmeetings

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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Finance and Corporate Services Scrutiny Board (1) Work Programme 2016/17

6 July 2016
The Digital Agenda
7 September 2016
2017-20 Medium Term Financial Strategy and Efficiency Strategy EU Funding
19 October 2016
Reserves
22 November 2016 – Joint with SB3
Digital Strategy Task and Finish Group report back
30 November 2016
Impact of changes to Local Council Tax Support Scheme Procurement Strategy and Social Value Act
25 January 2017
The Move to Friargate Workforce Strategy Capital Programme
29 March 2017
Update on Early Retirement/Voluntary Redundancy Programme (ER/VR) Digital Strategy Task and Finish Group Update
Dates to be determined
Impact of changes to Local Council Tax Support Scheme – June 2017

Date	Title	Detail	Lead Officer
6 July 2016	The Digital Agenda	To introduce the developing Digital Strategy enabling the Board to input into it as it is still in draft form. To look to set up a working group to develop further strands of work. This will be identified at the meeting.	Lisa Commane
7 September 2016	2017-20 MTFS	To discuss the Council's Medium Term Financial Strategy and its new Efficiency Strategy	Paul Jennings
7 September 2016	EU Funding	To receive a briefing note on the funding received from the EU by the Council.	Chris West
19 October 2016	Reserves	To look at reserves in detail and how the information on them is presented to the public.	Barry Hastie/ Paul Jennings
30 November 2016	Impact of changes to Local Council Tax Support Scheme	Changes were introduced to the Local Council Tax Support Scheme from April 2016. This item is to look at the impact of implementation after 6 months. To include how much money has been raised as a result of this change, how much it has cost to collect, levels of arrears and the impact on residents. Look to invite external partners in to inform discussion e.g. CAB.	Barrie Strain/ Glenda Cowley
30 November 2016	Procurement Strategy and Social Value Act	To examine the extent to which the Social Value Act is delivering added value when we are letting contracts.	Liz Welton
30 November 2016	Digital Strategy Task and Finish Group report back	To feedback to SB1 the recommendations from the Digital Strategy Task and Finish Group.	Vicky Castree
25 January 2017	The Move to Friargate	To look at progress towards meeting the objectives in the business case.	Nigel Clews/ Martin Vickery
25 January 2017	Workforce Strategy	To review the workforce strategy	Barbara Barrett
25 January 2017	Capital Programme	To receive a line by line update on the 2016/17 Capital Programme.	Paul Jennings
29 March 2017	Update on Early Retirement/Voluntary Redundancy Programme (ER/VR)	Following on from the session on Reserves, this item was requested to look at the uptake of ER/VR and the associated costs.	Barbara Barrett/ Barry Hastie
29 March 2017	Digital Strategy Task and Finish Group Update	To look at progress against the recommendations made by the Digital Strategy Task and Finish Group.	Lisa Commane/ Mark Chester
TBC	Impact of changes to Local Council Tax Support Scheme –	To look at the impact of the changes a year after implementation, including collection rates, cost of collection, levels of arrears, enforcement arrangements the impact on residents.	Glenda Cowley