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### **Finance and Corporate Services Scrutiny Board (1)**

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**Time and Date**

2.00 pm on Wednesday, 28th November, 2018

**Place**

Diamond Room 2 - Council House

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**Public Business**

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes**
  - (a) To agree the minutes of the meeting held on 12 September 2018 (Pages 3 - 6)
  - (b) Matters Arising
4. **Workforce Strategy Update** (Pages 7 - 12)  
Briefing note
5. **Work Programme and Outstanding Issues** (Pages 13 - 16)  
Report of the Scrutiny Co-ordinator
6. **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**

7. **Workforce Analytics** (Pages 17 - 30)  
Briefing note

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Martin Yardley, Deputy Chief Executive, Place, Council House Coventry

Tuesday, 20 November 2018

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 R Auluck, S Bains, R Brown, L Harvard, J Mutton (By Invitation), J O'Boyle (By Invitation), K Sandhu, T Sawdon, R Singh (Chair), K Taylor 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, 12 September 2018

#### **Present:**

Members: Councillor R Singh (Chair)  
Councillor S Bains  
Councillor R Brown  
Councillor L Harvard  
Councillor K Sandhu  
Councillor T Sawdon  
Councillor K Taylor  
Councillor R Thay

#### Employees:

Place: V Castree, B Hastie, P Jennings, C Sinclair

#### Apologies:

Councillor R Auluck

### **Public Business**

#### **7. Declarations of Interest**

There were no declarations of interest.

#### **8. Minutes**

The minutes of the meeting held on 4 July 2018 were signed as a true record.

#### **9. Medium Term Financial Strategy**

The Board considered a report of the Deputy Chief Executive, Place, which presented a Medium Term Financial Strategy (MTFS) for adoption by the City Council. The previous strategy was approved in December 2017. The Strategy set out the financial planning foundations that supported the Council's vision and priorities and the financial and policy context for the Council's forthcoming Budget process. Cabinet would consider proposals within the Pre-Budget Report in November and the final Budget Setting Report will be brought to Cabinet and Council in February 2019.

The Board recognised that the City Council continued to be faced with a challenging and fluid financial position affected by temporary shortfalls in delivery of its existing savings plans and financial pressures within services for children, housing and homelessness. Although the Council has some ambitious Capital Programme plans, the scale and pace of these represent a significant challenge in terms of the Council's ability to deliver them to the required timescales and within its existing project capacity.

Notwithstanding the approaches set out in the strategy, the Council would need to maintain dynamic financial models that take account of changes in its medium

term budget position and ongoing re-evaluation of its Capital Programme. This may include adopting some measures which have a shorter-term focus or which re-evaluate the Council's approach to financial risk. These will be set out fully at the point of decision making.

The Board questioned officers on a number of aspects of the report including:

- Potential Impact of the Fair Funding Review and move to 75% business rate retention and the consequential impact on the capital programme
- The potential local economic impact of Brexit
- The knock-on impact of financial savings in other areas

Following discussion about a number of aspects arising from the report, the Board agreed to recommend that Cabinet consider taking a collaborative approach to assess the gender based impacts of any services changes. They also agreed that they would further look at Fair Funding, the local impact of Brexit, and those savings in the MTFs which had yet to be achieved.

### **RESOLVED that the Board**

- (i) **Recommend that Cabinet consider taking a collaborative approach with partners to assess gender based impacts of proposed service changes.**
- (ii) **Identified the following areas for further scrutiny:**
  1. **The developing Fair Funding proposals for Local Government Finance**
  2. **Local economic impacts of Brexit**
  3. **Identification of savings in the MTFs which have yet to be achieved.**

## **10. Work Programme and Outstanding Issues**

The work programme was noted with the following updates:

- The Workforce Strategy Review, Leadership Development Investment and Results of the Staff Satisfaction Survey to be added to the November 2018 agenda.
- The Capital programme report to be circulated to members of the Board inviting questions and those would then be put to officers in advance of the meeting.
- ICT Strategy, ICT Service Level Agreements and ICT Asset Register to be considered in February 2019.

## **11. Any other items of Public Business**

There were no other items of business.

(Meeting closed at 3.45 pm)



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Coventry City Council

## Briefing note

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**To: Finance and Corporate Services Scrutiny Board (1)**

**Date: 28<sup>th</sup> November 2018**

**Subject: Workforce Strategy update**

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### **1 Purpose of Note**

- 1.1 The purpose of this note and presentation, is to provide Finance and Corporate Services Scrutiny Board (1) with an update on a number of developments relating to the Council's workforce. Key areas covered include further developments and the implementation of the Council's Workforce Strategy, feedback from the recent Employee Engagement survey and the Council's investment in a range of Leadership Development programmes.

### **2 Recommendations**

- 2.1 Scrutiny Board (1) are being asked to endorse the work that has been undertaken to date and provide feedback on the content of this report and the progress being made.

### **3 Background**

- 3.1 One of this Council's aims is to create an organisation that has organisational capacity, is fit for the future with a workforce that is appropriately skilled, agile and flexible. We want our employees to feel informed, involved and consulted by creating the right environment and space for innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council's plan and objectives. To achieve our vision we will need to focus on:

- **Leadership** that is visionary, ambitious and effective and the development of leadership skills at all levels.
- **Organisational Change and Development** that is focussed on our employees, their wellbeing and resilience.
- **Skills Development** that is truly innovative and focussed on combining organisational and individual needs.
- **Improved Recruitment and Retention** outcomes based on proper planning and use of best practice techniques.
- **Pay and Reward Systems** that attract and retain talent on the appropriate terms and conditions and which motivates and helps employees throughout their careers.

## **4 Workforce Strategy**

- 4.1 In 2017 the Council launched its three-year Workforce Strategy. The purpose of the strategy is to outline the way forward for our workforce for the next three years. It aims to set out our framework so we can ensure that we have the right people in the right jobs with the right skills and employment policies and practices in place to enable us to deliver services to the citizens of Coventry. We realise that our employees are our most important asset and our biggest investment.

Over the past 12 months we have been able to develop a number of workforce strategy initiatives across the organisation which have included; the review of a number of policies, an updated workforce profile, comprehensive investment in leadership development programmes, the implementation of improved management information and governance arrangements, the introduction of a new workplace car parking scheme, improved HR technology and ICT platform with greater functionality for Council and traded services, an Employee Engagement Survey, 'Let's Talk' sessions with employees and a new agency contract, all of which we believe will contribute to the Council being a modern and flexible 21<sup>st</sup> Century employer.

## **5 Employee Engagement 'Your Voice' Survey**

- 5.1 Earlier this year the Council commissioned Martin Reddington Associates (MRA) to carry out an employee engagement exercise through an employee survey. The aim of the survey was to enable the Council to gain a better understanding of the following:

- 'The psychological contract of its employees and their feelings of connection to Coventry City Council'.
- 'The appetite for the workforce to adopt more collaborative and empowering ways of working within a 'One Coventry' philosophy, with a view to moving towards working more effectively with other organisations and the citizens of Coventry.'
- 'The degree to which the Council is articulating a compelling vision for the future.'
- 'Recommendations on how best the Council can engage with its employees so they are able to understand, support and become more aligned to the future aspirations of the City'.

The work carried out by MRA included an online employee survey, targeted intervention in hard to reach areas such as Whitley Depot and the facilitation of 5 focus groups. 32 employees participated in 4 employee focus groups and 7 trade union members in 1 focus group.

The overall response rate to the survey was 38% which equates to a total of 1659 responses. Although the number of respondents was lower than we had hoped the Council was able to gather robust statistical analysis and gain an indicator on employee views.



## 5.2 Findings

Set out below are the headline findings from the employee survey and focus groups.

- Based on the responses provided in the survey the Council showed a [moderate](#) score overall with some room for improvement.
- The results of the survey also showed a high score for [employee contribution](#) – this means that there was a strong desire for employees to ‘want to do their best’ and that there was a strong believe in wanting to build a better City for the residents of Coventry.
- With regard to whether the Council has a [supportive culture](#), the results show a perception of a moderately supportive culture strengthened by comments of feeling supported by colleagues as one of the best things about working for Coventry.
- Focus groups were dominated by discussions about requiring [better conversational](#) practice across the Council and externally. Employees conveyed that they wanted better relationships with other services, recognising and understanding what each other does, moving away from Silo working and delivering priorities as ‘One Council’.
- [Job pressure](#) was scored at a high to moderate level within the survey. Examples of job pressure were related to time pressures, available resources, workload clarity with regard to priorities and firefighting. Where job pressure is high reference has been made to high levels of stress which could have implications for employee health and wellbeing.
- Employees were asked to score to what degree the Council was *conversational, innovative, capable trustworthy, supportive* and *directive*. The most dominant score was the Council is a [‘Capable’](#) employer.
- With regard to whether the Council is seen as a [‘fair employer’](#), there were many positive comments regarding terms and conditions of employment, working conditions, flexibility, opportunities for development and valuing employees.
- There was a strength of feeling expressed in the focus groups and through the statistical analysis relating to how Friargate is perceived in comparison to other sites. For example employees at Friargate scored more favourably on a range of survey items in comparison to other locations. Comments included ‘*a location for the privileged*’, ‘*superior IT*’, and ‘*intimidating*’. There was a sense of [Friargate vs the rest](#).
- The focus groups highlighted a requirement for a compelling vision for the Council, improved communication and further clarity on what the [Council vision](#), purpose and plan is, all of which could be increased by the visibility of senior leaders.

5.3 A statistical technique known as *key driver analysis* has been used to help focus on features of the employment deal that have the greatest impact on how employees contribute at work. The top six items that have the most impact on employee contribution are listed below:

- *I feel able to strongly influence my performance objectives*
- *My line manager encourages conversations within my team about creating solutions to work-related problems*
- *I understand the support available to enable me to get my job done*
- *I constantly experience excessive pressure in my job*
- *I have a clear understanding about the council’s responsibilities to me*
- *My line manager encourages conversations that enable the team to be more effective in achieving its performance goals*

5.4 In addition, the survey also highlighted the best thing about working at Coventry City Council and the biggest challenges in the workplace:

The Best Thing	The Biggest Challenge
Job satisfaction – making a difference	Lack of resources (including staffing)
Working successfully as a team	Volume of work
Organisation support – job security, culture, IT and structure*	Job pressure
Training	Management – senior managers having challenging expectations
Flexibility – work life balance	Quality of service
Pay and benefits	Restructure
Job security	Technology and process
Environment (mainly those in Friargate)	Training and progression
	Pay and benefits

## 6 Leadership Development Investment

6.1 The Council aims to create a culture whereby leaders and managers at all levels across the organisation are able to deliver the outcomes within our Council Plan and Workforce Strategy and perform their existing roles as highly capable individuals and team members. The leadership paradigm is changing, gone are the days of the heroic leader – the command and control managerial model where you instruct employees and they follow. It is clear from the research carried out as part of the “21<sup>st</sup> Century Public Servant” that leaders whether they be existing, future, aspiring or emerging will need a different skills set if they are to be successful in delivering the outcomes for their citizens

As the Council continues to develop new and innovative approaches to service delivery, by creating new income streams and adopting a more commercial and customer focused approach, it will also need to ensure that it has the right leadership and management capabilities which will create the right environment and space for innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council’s vision and objectives.

In 2017 Coventry City Council launched its Leadership Development Framework. The framework is designed to establish an organisational ‘DNA’ for leaders and managers both emerging and future, which will build capacity to respond to a new and challenging local government whilst embracing thoughts on what it means to be a 21st Century Public Servant. Skilled leaders and managers are the key to success and this framework is underpinned by the following principles that will develop their skills and abilities. The following leadership development programmes are currently being delivered across the Council. The programmes are targeted at both existing, aspiring, future and senior leaders across the workforce.

- Leading an Empowered Organisation (LEO)
- Licence to Practice (facilitated by members of the HR team)
- Chartered Management Institute (CMI) Level 3 (funded through the Apprenticeship Levy)
- Chartered Management Institute (CMI) Level 5 (funded through the Apprenticeship Levy)
- First Line Managers programme
- Masters’ Degree – Public Sector Leadership (funded through the Apprenticeship Levy)

**Report author(s):**

Grace Haynes

**Name and job title:**

Head of Workforce Transformation

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Please see page 2 onwards for background to items

<b>4<sup>th</sup> July 2018</b>
<ul style="list-style-type: none"> <li>- Customer Service Improvement</li> <li>- Digital First</li> </ul>
<b>12<sup>th</sup> September 2018</b>
<ul style="list-style-type: none"> <li>- Medium Term Financial Strategy</li> </ul>
<b>28<sup>th</sup> November 2018</b>
<ul style="list-style-type: none"> <li>- Workforce Strategy Update</li> <li>- Workforce Analytics Dashboard (private)</li> </ul>
<b>12<sup>th</sup> December 2018</b>
<ul style="list-style-type: none"> <li>- Customer Service Improvement</li> <li>- Income Generation</li> </ul>
<b>6<sup>th</sup> February 2019</b>
<ul style="list-style-type: none"> <li>- ICT Strategy</li> <li>- ICT Service Level Agreements</li> <li>- ICT Asset Register</li> <li>- Council Reserves</li> </ul>
<b>13<sup>th</sup> March 2019</b>
<ul style="list-style-type: none"> <li>- Business Rates</li> <li>- Social Value Act</li> <li>- Procurement Strategy</li> </ul>
<b>Briefing Notes - November</b>
<ul style="list-style-type: none"> <li>- 2018/19 Capital Programme</li> </ul>
<b>2018/19</b>
<ul style="list-style-type: none"> <li>- Budget – meeting savings targets</li> <li>- Investment Strategy and Assets</li> <li>- Costs of temporary accommodation - spend on hotels and B&amp;B's</li> <li>- Coventry City Council Apprenticeships</li> <li>- City of Culture – Finances.</li> </ul>

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
<b>4<sup>th</sup> July 2018</b>	- Customer Service Improvement	To include the actions being taken to improve Customer Service, including work by other Service Areas. To include reference to the Household Survey results to raise the voice of the citizen.	David Ashmore
	- Digital First	To look at longer term plans to improve digital across the Council. Paper to include feedback from other Directorates on their role in moving towards digital first. Also include use of third party apps, such as fix my street, rather than reinventing the wheel. Include work being undertaken to address Digital Inequality.	David Ashmore
<b>12<sup>th</sup> September 2018</b>	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Paul Jennings
<b>28<sup>th</sup> November 2018</b>	- Workforce Strategy Update	To review the Workforce Strategy including the results of the 2018 staff satisfaction survey and an update on the impact of the Leadership Development Investment discussed in March 2018.	Grace Haynes
	- Workforce Analytics Dashboard (private)	To present Members with the Workforce Analytics Dashboard.	Grace Haynes
<b>12<sup>th</sup> December 2018</b>	- Customer Service Improvement	To follow on from the July item and scrutinise whether there has been an improvement in performance. To include reference to benchmarking, aborted call times and a breakdown by service area of performance.	David Ashmore
	- Income Generation	To look at opportunities to maximise income - identified at meeting 18/04/18	Barrie Hastie
<b>6<sup>th</sup> February 2019</b>	- ICT Strategy	For SB1 to be involved in the development of the ICT Strategy which is to include SMART Targets and Benchmarking	Paul Ward/ David Ashmore
	- ICT Service Level Agreements	To report on Service Level Agreements between ICT and other services within the Council – identified at meeting 21/03/18	Paul Ward/ David Ashmore
	- ICT Asset Register	To bring to the Board a report outlining our ICT Asset Register - identified at meeting 21/03/18	Paul Ward

<b>Date</b>	<b>Title</b>	<b>Detail</b>	<b>Cabinet Member/ Lead Officer</b>
	- Council Reserves	To receive an update on the position of Council Reserves.	Paul Jennings
<b>13<sup>th</sup> March 2019</b>	- Business Rates	To discuss the changes to Business Rates.	Paul Jennings
	- Social Value Act	To examine the extent to which the Social Value Act is delivering added value and how we can maximise opportunities to increase social value.	Mick Burn
	- Procurement Strategy	To scrutinise the delivery of the Council's Procurement Strategy	Mick Burn
<b>Briefing Notes - November 2018/19</b>	- 2018/19 Capital Programme	For the Board to receive a written report updating the Board on the 2018/19 Capital Programme, including information on WMCA programmes.	Paul Jennings
	- Budget – meeting savings targets	To scrutinise whether the Council is on track to meet its savings targets.	Barry Hastie
	- Investment Strategy and Assets	To look our investment strategy and our assets.	Barrie Hastie
	- Costs of temporary accommodation - spend on hotels and B&B's	To scrutinise the Council's spend on temporary accommodation.	Barrie Hastie
	- Coventry City Council Apprenticeships	To consider the apprenticeships being offered by the City Council. To look at how the young people employed are supported to get the maximum value from their placements.	Grace Haynes
	- City of Culture – Finances.	REFERRED TO SCRUCO To look Coventry City Council contribution to the City of Culture finances. Links with work being undertaken by Audit to seek assurance on this issue.	David Nuttall

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