



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 15th January, 2020

Place

Committee Room 3 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes**
 - (a) To agree the minutes of the meeting held on 13 November 2019 (Pages 3 - 6)
 - (b) Matters Arising
4. **Apprenticeships and Apprenticeship Levy** (Pages 7 - 14)
Briefing note
5. **HR Score Card** (Pages 15 - 16)
Briefing note
6. **People Plan** (Pages 17 - 42)
Briefing note
7. **Work Programme and Outstanding Issues** (Pages 43 - 46)
Report of the Scrutiny Co-ordinator
8. **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

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

Tuesday, 7 January 2020

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 F Abbott, R Auluck, J Blundell, R Brown, B Gittins, R Lakha, J Mutton (By Invitation), J O'Boyle (By Invitation), T Sawdon and R Singh (Chair)

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

Telephone: (024) 7683 3166

e-mail: carolyn.sinclair@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held
at 10.00 am on Wednesday, 13 November 2019

Present:

Members: Councillor R Singh (Chair)
Councillor F Abbott
Councillor R Brown
Councillor B Gittins
Councillor R Lakha
Councillor T Sawdon

Other Members: Councillor J Mutton, Cabinet Member for Strategic Finance and Resources

Employees:

People: D Ashmore, A Bellingeri, M Greenwood, G Griffiths, D Horton-Rayner

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

Apologies: Councillor S Bains and J Blundell

Public Business

13. Declarations of Interest

There were no declarations of interest.

14. Minutes

The Minutes of the meeting held on 18 September 2019 were signed as a true record. There were no matters arising.

15. Digital First Programme

The Board considered a briefing note which provided an overview of the Council's Digital First Programme. The Programme aimed to accelerate the delivery of the Council's agreed Digital Strategy with a focus on: improving the customer experience; the digital service offer for residents; driving efficiencies and increasing revenue. The programme would ensure that technology and digital capacity was a key enabler across the organisation in delivering the objectives of the One Coventry Council Plan and Medium Term Financial Strategy.

The Digital First Programme would report to the One Coventry Change Board and the Senior Management Board (SMB), with overview from Scrutiny Board 1.

The briefing note and presentation set out the themes of the Digital Strategy and what it covered, the Local Digital Declaration which committed the City Council to

designing a service to best meet the needs of the citizens, challenging the technology market, protecting citizens' privacy and security and delivering value for money.

Digital successes to date were highlighted in the briefing note including data on the take-up of online digital service by residents and details of the internal infrastructure for supporting the workforce.

The Board discussed a number of issues and raised the following for consideration with regards to future development of the Digital First Programme and reporting:

- That progress on digital work be tracked and monitored using key performance indicators.
- That the workforce has the support and technology training to update and maintain their digital working skills.
- That, when there are technical issues that interrupt online services, users can see the status on the screen.
- That members and staff are notified at the earliest opportunity when new services go live.

RESOLVED that the Board note and welcome progress on the Digital First Programme and recommend the following to the Cabinet Member for Strategic Finance and Resources:

- (a) That the Cabinet Member seeks assurance from housing partners that they make every effort to ensure there are maximum opportunities for all homes to benefit from the roll out of fibre broadband across the City**
- (b) That the programme highlights the importance of digital inclusion.**

16. Work Programme and Outstanding Issues

In noting the work programme, the Board agreed that 'Workforce Analytics' and 'Coventry City Council Apprenticeships' be scheduled for the next meeting to be held on 15 January 2020.

17. Medium Term Financial Strategy 2020-2023

The Board considered a report of the Director of Finance and Corporate Services presenting the Medium Term Financial Strategy (MTFS) for adoption by the City Council. The previous strategy was approved in October 2018. The Strategy set out the financial planning foundations that support 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 would be brought to Cabinet and Council in February 2020.

The national funding background to the MTFS was that the Council was currently within the final year (2019/20) of a four-year funding settlement from Government. A major upheaval in the funding arrangements for all councils that had been signalled for the period from 2020/21 onwards had now been postponed until 2021/22 at the earliest. The Pre-Budget report that would be considered by

Cabinet alongside this one set out the impact of the one-year settlement proposed for 2020/21. Current medium-term estimates were still based on assumptions of local authorities continuing to face significant financial pressures.

The national political environment was subject to much fluidity and uncertainty, resulting from deliberations over the UK's exit from the European Union and the dynamic political situation that has flowed from this. The likelihood or otherwise of the Government's ability or intention to adhere to its fiscal rule (that borrowing should remain below 2% of Gross Domestic Product) has been widely questioned by commentators. The short-term impact of this was some short-term additional funding for local government but with no guarantee that this would continue beyond 2020/21. Therefore, concern remained that the pressure on public finances would not ease in a sustained way and that real reductions in available revenue resources and spending levels were likely to continue.

On a local level, the Council continued to be faced with challenging conditions affected by shortfalls in achievement of a small number of existing savings plans and financial pressures in particular within services for children, housing and homelessness. Although the Council had some ambitious Capital Programme plans, the scale and pace of these represented a significant challenge in terms of the Council's ability to deliver them to the required timescales and within its existing project capacity. In addition, the elements of the Programme that were funded by future West Midlands Combined Authority grant approvals would not be able to proceed until resourcing for these grants has been secured through the WMCA.

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 had a shorter-term focus or which re-evaluated the Council's approach to financial risk. These would be set out fully at the point of decision making.

The report summarised the key national and local contexts that framed the Strategy.

Whilst acknowledging that there were factors outside of the City Council's control, the Board questioned the officers on aspects of the report including the importance of the West Midlands Combined Authority (WMCA) contribution of £434m, the £203m that had been agreed in principle and the potential financial risk as no settlement figure had been received from Central Government.

In response to a question and subsequent discussion about the forecast revenue bottom line deficit of 16.7m for 2020/21, the Cabinet Member confirmed that Reserves would not be used to fund ongoing revenue spend.

RESOLVED that the Scrutiny Board support the Medium Term Financial Strategy whilst recognising that there were limitations on the accuracy of the figures due to factors outside of the City Council.

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

There were no other items of public business.

(Meeting closed at 12.20 pm)



Coventry City Council

Briefing note

To: Scrutiny Board 1

Date: 15th January 2020

Subject: Apprenticeships & Apprenticeship Levy

1 Purpose of the Note

- 1.1 The purpose of this note is to provide Scrutiny Board 1 with an overview of Coventry City Council's Apprenticeship Programme and to inform Board Members of the progress being made to ensure that the Council spends its £1m contribution to the Apprenticeship Levy fund.

2 Recommendations

Scrutiny Board 1 are being asked to comment on the Council's approach to delivering its Apprenticeship programme and the use of the Apprenticeship Levy spend.

3 Background and context

Public sector apprenticeship targets were introduced by the Government in April 2017. The government sets a target for any public sector employer in England with at least 250 employees to employ an average of 2.3% of their headcount as new apprentices. Coventry City Council as an employer has its own long-established apprenticeship programme and won the Top Employer for School & College Leavers Award for 2016 – 2017.

4 Coventry City Council's apprenticeship programme

- Between April 2018 – December 2019 the Council employed 141 apprentices which equates to on average 1.7% of the Council's overall headcount and less than 1% of the corporate headcount.
- The Council currently has 115 apprentices on programme, 28 are located within service areas across the Council and 87 are in maintained schools across the City.
- The Council currently supports through direct funding 20 strategy apprenticeship posts with all other apprenticeship posts being funded directly by service areas or schools.
- The Council currently has 11 apprentices who are Looked After Children/Care Leavers (LAC).
- 3.94% of the Council's workforce are aged between 16-24, whereas 46.37% of the workforce are aged over 50, which suggests a risk in terms of our skills and knowledge deficit over the next 10 years if not addressed.
- In April 2018 - Dec 2019, there were 407 Grade 2/3 posts recruited to, which presents an opportunity to develop a talent pipeline for future talent, improve the diversity of our workforce and lead the way across the public sector.

4.1 Summary of current apprentices in post

Apprentices are currently allocated as follows:

Total number of apprentices in post	115
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Total Number in Council	28
Total Number in Schools	87

Apprentices by Directorate:

People	19
Place	9
Schools	87

Apprentices by level:

Level 2	46
Level 3	66
Level 4	3

Apprentices by ward:

Ward of Residence	No. Of Apprentices	LAC	TOTAL
Bablake	5		5
Binley and Willenhall	4	1	5
Cheylesmore	7		7
Earlsdon	3		3
Foleshill	3	1	4
Henley	6		6
Holbrook	12		12
Longford	4		4
Lower Stoke	6		6
Radford	6	2	8
Sherbourne	6	1	7
St Michael's	2	1	3
Upper Stoke	2		2
Wainbody	1		1
Westwood	7	2	9
Whoberley	8	1	9
Woodlands	4	1	5
Wyken	6	1	7
Outside Coventry	12		12
TOTAL	104	11	115

4.2 Apprenticeship qualifications currently undertaken

- Business Administration
- Customers Services
- Supporting Teaching and Learning in Schools
- Supporting Teaching and Learning in PE & Schools Sport Activity Leader
- Early Years Educator
- Teaching Assistant
- IT Infrastructure Technician
- Surveying Technician
- Environmental Conservationist
- AAT
- Automotive Maintenance & Repair Heavy Vehicles
- Horticulture
- Children & Young People's Workforce
- Installation Electrician/Maintenance Electrical
- Plumbing & Domestic Heating Technician
- Data Analyst
- Facilities Management.

4.3 Apprenticeship Destinations

During the period 1st April 2018 – 15th December 2019:

- 77 of the Council's 141 apprentices completed their apprenticeship.
- Of those 77 apprentices, 62 have entered either permanent employment, progressed to a higher-level apprenticeship or College/University.
- 40 of the 77 were retained by the Council and 15 obtained employment externally.
- 16 progressed to a higher-level apprenticeship, further education or higher education.

4.4 Apprenticeship Incentives

There is currently an incentive of £1000 available from the Government to support employers who recruit Apprentices aged 16-18 (or 19-24 who are on an Education, Health & Care Plan). This £1000 cashback is paid via the training provider at month 3 (£500) and the end of the programme (£500). The £1000 incentive does not enter back into our Levy account and is a cash incentive. Coventry City Council has used a proportion of the incentive to support our Looked After Young People to enable them to gain further opportunities to access work trials, placements, apprenticeships and employment opportunities across the Council.

5 Apprenticeship Levy

5.1 Background and Context

In April 2017, the Government introduced the Apprenticeship Levy to fund apprenticeships in England. The Levy which is a Council resource is paid at 0.5% of the pay bill minus a Levy allowance of £15K for each tax year. The Levy is collected monthly by HMRC via the PAYE system and converted into digital vouchers, accessed through a new Digital Apprenticeship

Service account (DAS). Levy funding can only be spent on Apprenticeship training it cannot be used to support the recruitment of employees.

The yearly cost of the Levy to Coventry City Council is in the region of £1m, with approximately £600K allocated from the corporate wage bill and a further £400 allocated from our maintained schools wage bill. The government also tops this up by a further 10%, making the total amount of funds available circa £1.1m. Levy funding lasts 24 months and if it is not spent in this period, the Council's money is reabsorbed by the Employment and Skills Funding Agency.

Prior to the introduction of the Apprenticeship Levy, the cost for corporate Apprenticeship training was less than £5000 per year in total. The reason for this was due to Providers forfeiting the cost.

5.2 Apprenticeship Levy spend to date

Since April 2017 when the Levy became live, the Council has spent £997,156.00. Should all those employees and Apprentices currently on programme complete their apprenticeship, the Council's projected total Levy spend will be £2,486,375.00 by December 2023 against a potential 3 year Levy allocation of £2,620,265. Coventry City Council has made great progress in terms of its Levy spend however due to the way in which the fund has been set up, for example funds not being used and expiring after 24 months, could result in the Council's Levy proportion not being spent and returned to the Treasury. The apprenticeships available via Levy funding have been accessed by both existing employees and newly recruited apprentices. The Council continues to encourage its maintained schools to access Apprenticeship Levy funding and will be presenting an update on Apprenticeship Levy opportunities to Head Teachers across Coventry on 29th, 30th and 31st January 2020.

To date 272 existing employees have accessed the following levy funded apprenticeship qualifications:

Level 2 Qualifications

Qualification	No. accessed
AAT	1
Adult Care Worker	5
Business Administration	3
Catering	2
IT Application	1
Play Work/Supporting Teaching & Learning in Schools	10
Waste Resource Operative	6

Level 3 Qualifications

Qualification	No. accessed
CMI – Leadership & Management	45
Lead Adult Care Worker	12
Civil Engineering	3

Supporting Teaching and Learning in Schools	19
Residential Childcare	13
Business Administration	3

Level 4 Qualifications

Qualification	No. accessed
Associate Project Manager	27
Business Analyst	14
Social Media and Digital Marketing	1
Marketing Executive	1
School Business Professional	1
Intelligence Operations	2
Policy Officer	1
Data Analyst	12

Level 5 Qualifications

Qualification	No. accessed
CMI Leadership & Management	42
Care Leadership and Management	6
HR Consultant/Partner	5

Level 6 Qualifications

Qualification	No. accessed
Chartered Legal Executive	4
Civil Engineering Degree	1
Social Worker Degree	12
Occupational Therapist Degree	1

Level 7 Qualifications

Qualification	No. accessed
Senior Leaders Master's Degree	14
Accountancy Taxation Professional	4

Chartered Town Planning Degree	1
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5.3 Apprenticeship Levy Transfer

Apprenticeship Levy paying employers, including Coventry City Council, can support apprenticeships in other organisations by transferring up to 25% (a rise from 10% from April 2019) of their apprenticeship levy funds to other non-levy employers. These funds can be transferred to any employer, including smaller employers in the supply chain and Apprenticeship Training Agencies (ATAs), to support new apprenticeship opportunities and widen participation in apprenticeships across the City.

There is a Levy Transfer allowance of £248,446 available; work has commenced with colleagues in our Economic Development Services to liaise with organisations across the City who may benefit from the transfer. Priority for transferring funds will be made to employers recruiting apprentices from the following areas; care leavers, NEETS, BAME, parent or carers returning to work and people with disabilities. All applications for the transfer will be reviewed following the closing date of January 2020.

6 **Moving Forward**

6.1 Apprenticeship Strategy 2020 – 2022 (16 – 24 years)

As part of our ‘One Coventry’ approach, we are developing the way in which we view modern employment routes into the organisation by embedding apprenticeships, work placements and graduates within our people strategies, talent pipeline and career pathways for 16 – 24 year olds. Our ambition is to provide a modern employment offer and a viable route into and up through the organisation for both existing and new employees which will attract and develop future talent within the Council, by providing a structured apprenticeship programme which retains, develops and provides transferrable skills needed to succeed in the modern economy, while contributing to our commitment to increase the overall number of apprenticeships for 16 – 24 year olds across the Council to 2.3% of the workforce by 2022.

Our soon to be launched Apprenticeship Strategy, 2020 - 2022 focuses on the following 5 key aims:

1. Developing skills and attributes
2. Growing the number of apprenticeships
3. Embedding apprenticeships
4. Promoting Equality, Diversity & Inclusion & Social Mobility
5. Improving the quality of apprenticeships.

We will create opportunities for apprenticeships by:

Developing our current apprenticeship scheme for 16 – 24 year olds

- Providing quality training and development throughout the apprenticeship programme to ensure apprentices have adequate support. This will include on-the-job –training, mentor support, skills development training and a comprehensive induction.

Promoting apprenticeships internally and externally

- Actively working with service areas to create talent pipelines that are aligned with the career pathways.

- Identifying opportunities to appoint apprenticeships for service areas with hard to fill roles and skills shortages.
- Working with external partners to promote our apprenticeship programme and vacancies available.

In order to develop apprenticeship opportunities further, apprenticeships will be embedded within our people talent management strategies and career pathways. This will be achieved by strategic workforce planning to identify the Council's workforce gaps and utilise apprentices to grow and upskill the shortfall.

6.2 Apprenticeship Levy

To increase the Council's levy spend moving forward we will:

- Create Career and Levy pathways for each service area, mapped to the apprenticeship qualifications which will enable new apprentices and employees' access to further education and skills, therefore contributing to the Council's 'Grow our Own' workforce initiative.
- Ensure that all vacancies, at the appropriate level and where a relevant apprenticeship standard can be applied, are considered for an apprenticeship.
- Create an apprenticeship training calendar for 2020 - 2021 to promote core apprenticeship qualifications available.
- Utilise the apprenticeship levy qualifications to target skills shortages, personal and professional development and provide opportunities for employees at all levels across the Council.

Grace Haynes
Head of Organisational Development
January 2020

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Coventry City Council

Briefing note

To: Finance and Corporate Services Scrutiny Board

Date: 17th January 2020

Subject: HR Scorecard

1 Purpose of the Note

- 1.1 This note details the development of an 'HR scorecard' which is being created to report on key performance indicators (KPI's) relating to the workforce.

2 Recommendations

- 2.1 Scrutiny Board (1) are being asked to endorse this development and provide feedback on the content of the card including style, layout and the information provided.

3 Information/Background

- 3.1 Previous committees have received quarterly workforce metrics, which is detailed management information designed to enable a review of information at a very local level. The scorecard is being developed to provide a Council wide workforce overview, with the information being provided on a regularly basis, which is currently quarterly. Reporting will be the 'people' metrics to indicate how the City Council is performing, with the report highlighting where KPI's are being met and areas of concern, facilitating early intervention.
- 3.2 The scorecard is being designed to be easily and quickly read therefore understood through how the metrics are presented and reported. It is important that the data is presented in such a way to secure engagement and therefore where appropriate action to address good/poor performance.
- 3.3 The areas of information made available have been expanded to include not just turnover but the actual increase of 'new hires' i.e. new starters to the Council and agency workers spend for transparency purposes. Time to hire metrics will also be included once the new electronic recruitment system is introduced in April 2020. The data looks at overall sickness as well as on a divisional basis, by days lost, reason and numbers of long- term cases. Additional information details casework , which provides a 'health check' of the organisation in terms of the employee relations climate, along with the statutory and mandatory training figures. Finally , monitoring the equality, diversity and inclusion (EDI) data is important and is part of the EDI action plan so is important to track , we need to know who we employ so appropriate support is available in the workplace.
- 3.4 Many of these areas of work , have targets either as a KPI or because its an area HR recognise, we need to improve upon. An example being the turnover target is 10%, where as for absence HR have set themselves a target of reducing stress, anxiety and depression because its the highest reason for absence by 5% over the next 12 months.
- 3.5 The data presented relates to quarter two and is the first time the scorecard has been used, to support from all Directors. For this quarter the data shows that agency spend is reducing but there is a slight increase in both permanent and temporary appointments which is positive. Turnover is on target overall at just under 10% , balanced by Place

having a lower position than People. Sickness absence for the Council is at 11.76 days which is over the 8-day target and is a cause for concern. This shows in the lack of movement in the long-term case numbers and reasons both are static in terms of numbers. Statutory and mandatory training also remains at a consistent position; however, the EDI data is improving.

- 3.6 The priority areas for HR are absence management , improving statutory and mandatory training along with continuing to reduce the agency spend.

Susanna Newing
Director of Human Resources
Email susanna.newing@coventry.gov.uk



Briefing note

To: Finance and Corporate Services Scrutiny Board

Date: 17th January 2020

Subject: People Plan

1 Purpose of the Note

- 1.1 This note details the development of the People Plan for Coventry City Council , which has been developed by the HR service in conjunction with key stakeholders to determine the Human Resource priorities for the next two years.

2 Recommendations

- 2.1 Scrutiny Board (1) are being asked to endorse the plan and provide feedback on the content and advise how they wish to be appraised of progress.

3 Information/Background

- 3.1 The previous Workforce Strategy covered the period 2017 to 2020 and with appointment of the newly created role of Director of Human Resources, it was timely to review progress and consider the priorities for the next two years. The plan has been kept to two years because of the changing landscape within local government particularly in relation to the financial position.
- 3.2 Development of the plan involved contribution from of all parts of Human Resources through three half day workshops, a similar session with the trades unions, feedback from the senior leadership team and other key stakeholders. This method is called the 'alignment model' and includes reference to the wider council strategy as well as regulatory needs.
- 3.3 It should be noted the plan remains a 'living' document so it can meet the needs of the Medium Financial Plan and other changes in council priority if required. It was important that when developing the plan consideration was given to where we are now, our ambitions but also the 'employee cycle' so the process and systems we operate work for the end user and provide the best service/experience.
- 3.4 We are aiming to be an employer of choice, and based on the Council ethos , one that is also socially responsible. There are a further six overall aims that have been identified that will progress the human resources agenda and improve the working experience for staff. The work that will achieve these aims falls under the following headings ; organisational development, pay, reward and recognition, health, safety and well-being , workforce planning management information and support and finally sustainability. Each of these areas has some specific objectives and for delivery purposes each part of Human Resources has a more detailed plan, held at a local level which is tracked and monitored through a project board. This approach has been adopted to ensure the actions are completed and progress is made.
- 3.5 The plan also presents current workforce data which highlights that turnover has reduced over recent years, that we have an 'ageing' workforce, that we have work to do for the



 **People Plan**
2020-21

Introduction

Like most local authorities, Coventry has experienced, and is continuing to experience, very challenging times in relation to funding availability which has changed the way services are provided and delivered. This change in thinking has resulted in a greater need for creativity, commercialism and working with partners on developing shared outcomes.

It also means how the Council uses its resources has changed and will continue to develop in order to meet future opportunities. Human Resources plays an essential role in making sure the workforce can lead and respond to these changes and continue providing the best services for the citizens of Coventry. One Coventry is the mechanism for how we operate as a council to enable a public service ethos.

As an authority we have had some real successes in securing opportunities for the future, such as City of Culture, Commonwealth Games and the city centre redevelopment and making sure we continue to develop a positive work culture which engages staff and secures commitment is paramount.

The People Plan documents what we as a Council and a responsible employer are going to do to deliver the workforce vision and crucial workforce objectives, particularly paying close attention to organisational development and leadership. The central theme of the plan is to continue to build and develop a One Coventry culture. The Plan also details how we intend to improve capacity, capability and processes to deliver the Council's priorities, which are:

- **Globally connected** - Promoting the growth of a sustainable Coventry economy
- **Locally connected** - Improving the quality of life for Coventry people
- **Delivering our priorities** - More with less



Developing our People Plan: How the Plan was developed

In developing the Plan an alignment model approach commonly used in strategic planning has been used which is

- **Top down** - aligning with the current strategy of the Council
- **Outside in** - aligning with wider national and regulatory requirements and imperatives
- **Bottom up** - aligning with needs of the staff and services across the Council

The Plan was developed with the input of the Human Resources and Organisational Development staff, trade unions, feedback from employee groups, data review/analysis and then seeking feedback on the draft document. It is important HR as a service is recognised and respected for the contribution it makes in planning, creating and supporting the workforce to respond to challenges.

The Plan aims to focus on key workforce and organisational development objectives delivered within a two-year period that will be implemented through plans which detail specific initiatives and projects for delivery. It will, however, remain a living document which will be updated to reflect the changing needs of the organisation and external environment, particularly with regards to any legislative amendments arising from Brexit as well as the Medium Term Financial Plan requirements.

What do we want to do?

The People Plan

To be a socially responsible employer of choice by:

- Developing flexible recruitment methods which meet Council needs and provide a diverse workforce for the future
- Having a positive employee relations climate which is supported by effective policies and procedures and management information
- A total reward strategy that attracts, values and retains talent that will support the organisational values and priorities including the development of reward principles
- Establishing a supportive culture of learning and wellbeing as an essential part of Council offer
- Commercially aware striving for excellent customer care, timely response with high standards, that seeks and acts on feedback
- An engaged workforce, that has a strong employee voice and One Coventry ethos

How will we do it?

Employee lifecycle

Our Vision: Working collaboratively across the Council to provide services that are trusted, where thinking is constructively challenged, but adaptable solutions are provided to meet organisational need.



Committed to our people

Committed to our people: the organisation is committed to our people and firmly believes that working together will enable us to deliver the best for the people of

Coventry. In order to do this, we are committed to providing clarity, learning and development opportunities and regular feedback.



Our people

Every member of staff will be appraised annually, receive feedback on performance along with objectives for the next year

New starters will be clear on what their role is and how they contribute to Council

Mandatory training will be completed and development opportunities will be available

A commitment to equality underpins all we do

Will live our behaviours & demonstrate our values

Our teams

Manager induction on joining or being promoted to ensure effective people management

Options for leadership development

Relevant policies and procedures

Teams are engaged and inclusive

Can workforce plan and are able to resource manage

Together we will

Provide quality services for the citizens of Coventry

Have a One Coventry ethos and lived values

Work in partnership

Be open and transparent

Support each other to be healthy and well

How we will deliver our plan

To take this forward five key areas have been identified:

- Organisational development
- Pay, reward and recognition
- Health and wellbeing
- Workforce planning and management information and support
- Sustainability



Action plans have been developed to support achievement of these priorities.

We will



- Work closely with managers, employees and trade union colleagues to develop the most effective solutions to address the priorities
- Engage with our partners
- Create detailed strategies and action plans, reviewed on a quarterly basis
- Establish baselines and track our progress
- Carry out an annual review of priorities and progress

Workforce population



4,586 total

Gender pay gap

	3067 67% of employees are women	Council Median Gender Pay Gap 3.2%
	1499 33% of employees are men	England & Wales Median Gender Pay Gap 18.4%




382
New starters in
2018/19



485
Leavers in
2018/19

Length of service

Less than 2 years	Between 2-5 years	More than 5 years	 Average length of service
21%	17%	62%	11.4 years

Sickness


From SEPT 18 to SEPT 19
11.76
days were lost per employee
to sickness absence

TOP 3 REASONS

33% Stress, Depression and Anxiety
19% Musculoskeletal
8% Infections, Colds & Flu

Promotion

527
People who were with the Council 3 years ago,
have either been promoted or moved up a grade.

	43% are male
	57% are women
	4% declared a disability
	14.2% are BAME

Turnover rate

2015/16	2016/17	2017/18	2018/19
16.25%	13.96%	13.86%	10.34%

Age profile

The average age of Council employees is
46

Gender Diversity - all staff



1499



3087

Baby Boomers*
1943 - 1966

568

1117

Generation X
1967 - 1980

496

1143

Millennials & Gen Y
POST 1980

435

827

*Figure includes 7 employees born before 1943

Ethnicity

<i>Ethnicity (Long)</i>	<i>% all staff</i>	<i>Ethnicity (Long)</i>	<i>% all staff</i>	<i>Ethnicity (Long)</i>	<i>% all staff</i>
Arab	0.05 %	Mixed White/Asian	0.37 %	Other Mixed Background	0.40 %
Asian Bangladeshi	0.32 %	Mixed White/Black African	0.05 %	Other White Background	3.20 %
Asian Indian	9.12 %	Mixed White/Black Caribbean	0.69 %	Prefer not to State	0.42 %
Asian Pakistani	1.19 %	Other Asian Background	0.82 %	White British	76.61 %
Black African	2.30 %	Other Black Background	0.50 %	White Irish	1.67 %
Black Caribbean	1.82 %	Other Ethnic Background	0.29 %		
Chinese	0.19 %			Total:	3783 100.00 %

We have ethnicity data for
80% of staff

Sexual orientation

3.4%
of the workforce are either gay, bisexual or lesbian

However, we only have LGBT+ data for
51% of the workforce

Religion

<i>Ethnicity (Long)</i>	<i>% all staff</i>	<i>Ethnicity (Long)</i>	<i>% all staff</i>
Any Other	3.25 %	Muslim	2.89 %
Buddhist	0.32 %	No Religion	30.32 %
Christian	48.20 %	Prefer not to State	6.22 %
Hindu	2.89 %	Sikh	5.87 %
Jewish	0.04 %	Total:	2523 100.00 %

We do not have data on religion or belief for
53% of the workforce

Disability status



7%
of the workforce have declared a disability

We have disability data for
80% of staff

Representing our community

Population



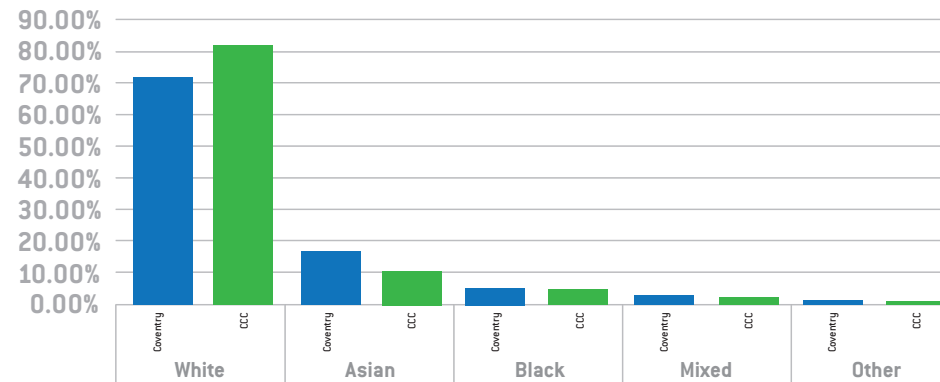
366,800
people live in Coventry



4586 (FTE)
people work for the council

The Council is a significant employer within the city – comparatively, 2% of the city’s working age population (237,800) work for Council.

Ethnicity: Comparative



The Council workforce is largely reflective of the wider community. However, we want to do more to ensure we are an inclusive employer at all levels of the organisation.

How we compare

Sickness absence

Council average days lost per employee:

11.76
per annum

English Authorities Median Average days lost per employee:

8.1

Turnover rates

Council Turnover Rate

9.93%

English Authorities Mean Turnover Rate

13.80%

Vacancy rate

Council Vacancy Rate

14%

English Authorities Mean Vacancy Rate

8%

Source data

- England & Wales Median Gender Pay Gap
- English Authorities Median Average days lost per employee, English Authorities Mean Turnover Rate and Vacancy Rate: LGA Local Government Survey 2017/18
- All employee data – 1st December 2019

What we do

Digital team

2,500

management information queries processed, providing managers with real time information and data

Recruitment

1,100 **10,000**

jobs advertised job applicants processed

Workforce transformation

15,500 **189**

online courses delivered, upskilling our people apprentices supported within the Council

Employment services

17,000

Employees paid each month across 140 different employers

Occupational health and safety

2,000 **573**

occupational health assessments issued accidents and incidents reviewed

Employment policy

218 **3,000**

People supported through performance management people supported through promoting health at work



Organisational Development:

- **Our Aims:** To establish a supportive culture of learning and wellbeing as an essential part of the Council's offer
- To have an engaged workforce by developing a strong employee voice and a One Coventry Offer

Our Organisational Development offer is underpinned by the following strategies/action plans

- Organisational Development Plan
- Learning & Development Plan
- Apprenticeship Strategy
- Workforce equality, diversity & inclusion action plan



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> • Through a staff consultation exercise, develop, introduce and embed a set of organisational values for One Coventry, which will be incorporated into recruitment, selection and appraisals 	<ul style="list-style-type: none"> • Introduction of cultural change, reinforcing One Coventry ethos 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy
<ul style="list-style-type: none"> • A comprehensive employee engagement plan which will provide a mechanism for a strong employee voice, dialogue from the bottom to the top of the organisation, and which celebrates success and achievement 	<ul style="list-style-type: none"> • Establishing One Coventry values as the norm, supporting the digital and agile workforce agenda 	<ul style="list-style-type: none"> • Locally committed – improving the quality of life for Coventry people

Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> Strengthening the Leadership and Management development offer to ensure competence and skill in people management from the point of induction 	<ul style="list-style-type: none"> Provision of confidence in managers to be able to lead and manage effectively 	<ul style="list-style-type: none"> Locally committed – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Deliver talent development programmes through positive action initiatives for employees from underrepresented groups Effective use of the apprenticeship levy to provide professional qualifications and address skills gaps. Ensure the provision of secure employment for 16-24 year olds through a clearly defined apprenticeship strategy 	<ul style="list-style-type: none"> Provision to develop and increase underrepresented groups in leadership and management Increase Levy spend by 10% on 2019/20 Increase the % 16-24 year olds employed by the Council from 4% to 12% over the next 2 years 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy Delivering our priorities - more with less



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> • Implement the workforce Equality Diversity Inclusion action plan that continues to embed a culture that values diversity and actively promotes inclusion 	<ul style="list-style-type: none"> • To increase the equality employee data held to 85% • Review and revise the relevant policies and procedures and provide training to embed the learning and understanding • Improve the support provided to the Employee Network Groups and so expand membership and reach • Celebrate difference, promote the benefits of an inclusive approach through a number of engagement events 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy • Locally connected – improving the quality of life for Coventry people • Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> • Provide continuous development of learning that addresses both professional/personal need and legislative requirements that helps both the employee and the organisation to grow • To create and embed career pathways and offer opportunities to recognise, develop and retain talent • To ensure organisational compliance in the following areas: mandatory training (corporate and local) appraisals and inductions 	<ul style="list-style-type: none"> • To have a workforce that has the right skills to meet the needs and challenges of the organisation including digitalisation and agility • To enable personal and professional growth so there is a natural workforce for the future • Achieve 85% compliance 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy • Locally connected – improving the quality of life for Coventry people • Locally connected – improving the quality of life for Coventry people



Pay Reward and Recognition:

Our Aims: A total reward strategy that attracts, values and retains talent that supports the organisational values and priorities including the development of reward principles for colleagues.

The Reward Priorities & Activity Plan underpins achievement of these objectives.



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> Review, revise and impact assess the pay offer to colleagues, and review allowances payable that reflects a modern workforce 	<ul style="list-style-type: none"> A revised employment offer to be made available from September 2020 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Building awareness by improving reward communications throughout the employee life cycle 	<ul style="list-style-type: none"> Increased take up of benefit usage 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Review and revise reward policies and processes to develop policy guidance and simplify reward processes. 	<ul style="list-style-type: none"> Increased take up of benefit usage 	<ul style="list-style-type: none"> Delivering our priorities - more with less
<ul style="list-style-type: none"> Improve the overall benefit offering to include the salary sacrifice offer, including the development of a financial wellbeing offer and introduce financial education 	<ul style="list-style-type: none"> Introduction of financial wellbeing offer by April 2020 	<ul style="list-style-type: none"> Delivering our priorities - more with less



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> Undertake a pay audit, understand the drivers behind the Council's gender pay gap and recommend activities to work towards reducing it 	<ul style="list-style-type: none"> Identified specific actions to address reducing any gender inequalities 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Introduce a recognition framework to celebrate and acknowledge success across the Council both at team and individual level 	<ul style="list-style-type: none"> Successful embedding of the One Coventry values 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy



Sustainability:

Our Aims: Developing flexible recruitment methods which meet Council needs and provide a diverse workforce for the future whilst being commercially aware and striving for excellent customer care, timely response

with high standards, that seeks and acts on feedback.

Achievement of aims and objectives will be supported by the Recruitment Service Plan.



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> Introduce and establish a new electronic recruitment system within the Council by April 2020 	<ul style="list-style-type: none"> Ease of application and using the service to reduce time to hire, measured through KPIs. Modernising the methods of engagement and improving the overall experience for candidates, colleagues and customers 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy
<ul style="list-style-type: none"> Utilising innovative methods/ technologies of engaging with candidates, managers and customers to have a greater and wider range of applicants that suit the service/role/demographic 	<ul style="list-style-type: none"> Monitor the successful use of SMS, Skype, video platforms. Increased applicant numbers, reduced re-adverts, increase in diversity of candidates 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> To have relevant policies, processes and supporting materials, provide choice to users and give effective support to colleagues and customers 	<ul style="list-style-type: none"> Measurement through internet 'hits', customer feedback, and reduced complaints 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> To provide accurate and timely management information on key performance indicators to colleagues as well as developing a continuous development cycle 	<ul style="list-style-type: none"> Provision of real time data, demonstrating KPI metrics 	<ul style="list-style-type: none"> Delivering our priorities – more with less
<ul style="list-style-type: none"> Development of recruitment methods that effectively identify the best person for the role through relevant means of assessment 	<ul style="list-style-type: none"> Improved candidate and colleague feedback. Wider candidate base, attendance at job, graduate fairs to build reputation and contact list 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> To be commercial in approach for both internal and external customers 	<ul style="list-style-type: none"> Sustain and grow external client base, reduction of agency spend by 20% 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy



Health, Safety and Wellbeing:

Our Aims: Establishing a supportive culture of learning and wellbeing as an essential part of the Council offer to colleagues

This objective is underpinned by the Occupational Health, Safety and Wellbeing Plan



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> Set, monitor and raise service standards and evidence including evidence to accrediting bodies, prevention programmes and management reporting 	<ul style="list-style-type: none"> Committing to achieve Thrive Award and using this framework to develop and support our workforce wellbeing plan Strengthen our One Coventry workplace wellbeing offer. The Thrive framework will drive, consolidate and shape our workplace wellbeing offer. Helping is establish a baseline and ongoing measure Ensure accreditation SEQOHS is maintained. Achieve RoSPA award 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<ul style="list-style-type: none"> • Improve health, safety and wellbeing within the organisation with reduction in sickness absence with an emphasis on mental health and MSK support 	<ul style="list-style-type: none"> • Targeted work to impact on and reduce the highest reasons for absence • Increased staff satisfaction via staff survey 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> • Work with Public Health to develop a Wellbeing Plan for Council and schools, which identifies targeted support and includes establishing an employee health and wellbeing group 	<ul style="list-style-type: none"> • To introduce new methods of supporting colleagues. Improved colleague engagement with health and wellbeing 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy
<ul style="list-style-type: none"> • Ensure corporate health and safety standards meet legislative requirements and health and safety standards are met within LEA schools 	<ul style="list-style-type: none"> • Legal compliance, audits undertaken and completed 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy
<ul style="list-style-type: none"> • Ensure appropriate health, safety and wellbeing training is available corporately and meets user needs 	<ul style="list-style-type: none"> • Evidence, legislative and mandatory requirements are available. Compliance is monitored • Promotion through Health and Wellbeing newsletter, leaflets and guidelines 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> • Maintain current business and develop new business to meet and increase income targets 	<ul style="list-style-type: none"> • Sustainability of the current service contracts 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy



Workforce Planning, Management Information and Support:

Our Aims: Having a positive employee relations climate which is supported by effective policies and procedures and management information. The overall aim

is a service that is recognised and respected for the contribution it makes in planning, creating and developing a workforce for the future.



Objective - the aim	Outcome – what will this achieve?	Corporate – where does this fit with the One Coventry Plan
<ul style="list-style-type: none"> Working in partnership with the trade unions to review and revise policies and procedures in an agreed timeframe 	A set of agreed policies and procedures completed in the identified timeframe and improved partnership working	Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Introduction of toolkits and relevant training to support colleagues in the implementation and use of policies and procedures 	Managers and the trade unions have a shared understanding of policies and procedures	Locally connected – improving the quality of life for Coventry people
<ul style="list-style-type: none"> Develop and introduce an agreed set of HR performance metrics, reporting via an HR scorecard and a set of workforce reports 	HR KPIs to be in place, measured and monitored through a monthly scorecard	Locally connected – improving the quality of life for Coventry people



Objective - the aim	Outcome – what will this achieve?	Corporate – where does this fit with the One Coventry Plan
<ul style="list-style-type: none"> To digitise the employee relations processes where possible to advance the quality and speed of the service 	<ul style="list-style-type: none"> Availability of online forms, appropriate use of recording in order to facilitate policies and procedures working to agreed timeframes 	<ul style="list-style-type: none"> Delivering our priorities - more with less
<ul style="list-style-type: none"> Invest in upskilling the HR team to assist services in planning and developing for the future including workforce planning and organisational design 	<ul style="list-style-type: none"> Introduction of the CIPD professional standards and related training to support personal and professional development 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy
<ul style="list-style-type: none"> Review, revise and develop a cohesive service for LEA schools and consider the trading offer to meet statutory requirements and potential income stream 	<ul style="list-style-type: none"> Provision of 'school' specific advice and support Increased use/take up of services Secure traded work 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy

How will we measure success?

	Measure	Direction
Organisational Development		
Mandatory training	85%	↑
Apprenticeships in substantive roles	2.34%	↑
Completion of leadership development training	85%	↑
Increased staff engagement		
Pay, Reward & Recognition		
Appraisals	90%	↑
360 appraisal at director level	100%	↑
Sustainability		
Positive candidate feedback on their recruitment experience		
Health & Wellbeing		
Sickness absence reduction	Under 10 days	↓
Reduce stress, anxiety and depression	by 5%	↓
Attendance at MHFA training	1 in 4 managers trained	↑
Workforce planning and management information and support		
Turnover	10%	◆
% of under represented groups in senior positions	5% in 2 years	↑
Agency spend	Continue to reduce overall spend	↓
Improved EDI recording	75% of staff have completed	↑
Improved employee relations climate		



People Plan implementation timeline

Year 1

- Work with staff to develop and implement a set of values which represent One Coventry
- Introduce new ways to recruit, to improve the experience and increase the available talent pool
- Work with staff to make the values relevant to their service area and put them at the core of what we do
- Ensure we work inclusively so the workforce is more representative of the population of Coventry
- Work smarter at engagement through developing better and greater support in both wellbeing and reward work
- Review and revise mandatory training to make sure it meets the Council needs and is accessible to all
- Introduce practical management training and support in 'people' skills
- Effective use of the apprenticeship levy to develop and sustain the workforce for the future
- Review, revise and develop people policies for the future
- Create an HR service which is sustainable and can meet future organisational needs
- Make the most of digital opportunities both within HR and the wider Council to streamline processes
- Practical support in the delivery of commercialisation agendas

Year 2

- A revised leadership offer to be in place for supervisors, managers and leaders
- Completion of staff survey
- Recognised work experience and internship programme to attract a workforce for the future
- Active staff support groups which influence the Council's work on inclusion
- HR performance measured through agreed KPIs
- Measurable impact of positive action training
- Continue to implement and support the digitalisation agenda
- Maintain the improvements in the metrics, address areas of concern
- Continue to increase the market share for HR and Payroll services
- Review, revise and develop people policies for the future
- Ensure we work conclusively so the workforce is more representative of the population of Coventry



Next steps

The People Plan is the blueprint for the HR and OD work and sits alongside a number of other plans such as the One Coventry and the Medium-Term Financial Plan.

It supports the aspirations and aims for the workforce for the next two years. Elements of the work are already underway as it is an ambitious agenda. As part of the delivery model, there are detailed work plans for each area within HR and OD which provide the direction.

These plans then lend themselves to form both team and individual objectives and actions to move forward as this is a service-wide effort.

The engagement of the workforce and partners is essential for success, so the Plan will be extensively shared within the Council and be monitored through Finance and Corporate Scrutiny Board.

Please see page 2 onwards for background to items

3rd July 2019
- Delivery against the Social Value Policy - Procurement Strategy
18th September 2019
- Reserve Balances - 2018-19 Capital Programme
13th November 2019
- Digital First - Medium Term Financial Strategy
15th January 2020
- Workforce Analytics - Coventry City Council Apprenticeships
12th February 2020
- Social Value and Sustainability Policy - Procurement Strategy
18th March 2020
- ICT Strategy Update - Recruitment Update - One Coventry Values
2019/2020
- Commercialisation
2020/2021
- Business Rates - Training and Development Update

Date	Title	Detail	Cabinet Member/ Lead Officer
3rd July 2019	- Delivery against the Social Value Policy	To examine the extent to which the Social Value Act is delivering added value and how we can maximise opportunities to increase social value. To include a copy of the SVA Policy, how it's measured and more examples of where it has been used.	Cllr J Mutton/ Mick Burn
	- Procurement Strategy	To scrutinise the Procurement Strategy and it's impact.	Cllr J Mutton / Mick Burn
18th September 2019	- Reserve Balances	To receive an update on the position of Council Reserves and identify recommendations for the Cabinet Member.	Cllr J Mutton / Paul Jennings
	- 2018-19 Capital Programme	For the Board to receive a written report updating the Board on the Capital Programme.	Cllr J Mutton / Paul Jennings
13th November 2019	- Digital First	To scrutinise the Council's Digital Transformation agenda and the outcomes of the digital assessment undertaken by SOCITIM	Cllr J Mutton / Paul Ward/ David Ashmore
	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Cllr J Mutton / Paul Jennings
15th January 2020	- Workforce Analytics	Following on from the meeting on 12 th December 2018, Members requested a further update on Workforce Analytics.	Cllr J Mutton / Grace Haynes
	- 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.	Cllr J Mutton / Grace Haynes
12th February 2020	- Social Value and Sustainability Policy	Following the meeting on 4 th July, it was agreed to review the Social Value Policy. The new policy will be brought to SB1 for scrutiny.	Cllr J Mutton / Mick Burn
	- Procurement Strategy	The Procurement Strategy is being revised and this meeting will enable SB1 to input into its development before it is agreed by Cabinet/ Council.	Cllr J Mutton / Mick Burn
18th March 2020	- ICT Strategy Update	To review the impact of the ICT Strategy following its adoption by Cabinet in October 2019.	Cllr J Mutton / Paul Ward/ David Ashmore

SB1 Work Programme 2019/20

Date	Title	Detail	Cabinet Member/ Lead Officer
	- Recruitment Update	To include an update on the new recruitment system.	Cllr J Mutton / Susanna Newing
	- One Coventry Values	To update on the development of the One Coventry Values.	Cllr J Mutton / Susanna Newing
2019/2020	- Commercialisation	To look at opportunities to maximise income - identified at meeting 18/04/18	Cllr J Mutton / Barrie Hastie
2020/2021	- Business Rates	To discuss any proposed changes to Business Rates when any new information becomes available.	Cllr J Mutton / Paul Jennings
	- Training and Development Update	Including update on statutory and mandatory training including update on the Leadership Development Programme	Cllr J Mutton / Susanna Newing

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