



Finance and Corporate Services Scrutiny Board (1)

Time and Date

10.00 am on Wednesday, 20th January, 2021

Place

This meeting will be held remotely. The meeting can be viewed live by pasting this link into your browser: <https://youtu.be/BAqHMDJaJEQ>

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

(a) To agree the minutes of the meeting held on 14 December 2020 (Pages 3 - 8)

(b) Matters Arising

4. Human Resources Update (Pages 9 - 36)

Briefing Note

5. Work Programme and Outstanding Issues (Pages 37 - 40)

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

Nil

Julie Newman, Director of Law and Governance, Council House Coventry

Tuesday, 12 January 2021

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 (By Invitation), B Gittins, G Hayre, T Khan, R Lakha, J O'Boyle (By Invitation), T Sawdon and R Singh (Chair)

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

Coventry City Council
Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held
at 2.00 pm on Monday, 14 December 2020
(This meeting was held remotely)

Present:

Members: Councillor R Singh (Chair)
Councillor F Abbott
Councillor J Blundell
Councillor B Gittins
Councillor G Hayre
Councillor R Lakha
Councillor T Sawdon

Other Members: Councillor R Brown
(Cabinet Member for Strategic Finance and Resources)

Employees (by Service):

Finance B Hastie (Director of Finance), P Jennings, M Rennie,
H Williamson

Law and Governance V Castree, M Salmon

Apologies: Councillor R Auluck

Public Business

12. Declarations of Interest

There were no disclosable pecuniary interests.

13. Minutes

The minutes of the meeting held on 14th October 2020 were agreed as a true record. There were no matters arising.

14. Medium Term Financial Strategy 2021-22 to 2023-24

The Finance and Corporate Services Scrutiny Board (1) received a Briefing Note and Presentation of the Director of Finance that reported on the Medium-Term Financial Strategy 2021-22 to 2023-24.

The Scrutiny Board's Work Programme included an item to review the Council's Medium-Term Financial Strategy. The Strategy has been delayed this year as a result of the Covid pandemic and the ongoing medium uncertainty in relation to Local Government finance. The draft Strategy was provided in an Appendix to the Briefing Note for their review. The final Strategy would be approved as part of the overall Budget Report at Cabinet and Council meetings in February 2021.

The Strategy (MTFS) was the base on which the revenue budget and capital programmes were built, including the policy assumptions and financial management framework which underpin these.

The Board noted that nationally, local authorities faced acute financial pressures as a result of longer-term reductions in government financial support, exacerbated by the effects of Covid-19, both on businesses and directly on local authority income and expenditure levels. In addition, local authorities must plan in an environment of great uncertainty, for example about the future course of any recessionary dip, the impact of Covid-19 and the UK's future relationship with the EU. The recent Government Spending Review primarily covered only one year rather a multi-year period.

Locally, government funding of the Council was c£120m less in 2020/21 than in 2010/11. Against this backdrop the starting point for the Council had been a large 3-year budget gap of £19m rising to £38 by 2023/24 as at February 2020 (an accumulated three-year shortfall of £88m).

The 2020/21 financial forecast at quarter 2 was for a net overspend of £3.5m, taking into account the impact of Covid-19, and prior to the implementation of measures to balance spend to budget as at the year end. Significant pressures existed across several areas including children's services, waste and highways and transport including car parking income.

The Council had revenue reserve balances of £89.9m; £32.9m of capital reserves earmarked to fund major capital schemes, and £21.3m of reserve balances belonging to or earmarked to support schools.

The Council's substantial 4-year capital programme of £470m was funded in the main by grant (£321m) and prudential borrowing (£122m), across a number of areas including regeneration, transport and infrastructure, housing and investment in school buildings.

The Cabinet Member for Strategic Finance and Resources confirmed the financial pressures faced by all Local Authorities resulting from the longer-term reductions in government financial support and the effects of Covid-19 on finances. Unemployment was rising and there was an increased demand on local services. It had been difficult to prepare a Medium-Term Financial Strategy due to future uncertainty and also that the Government had only provided a one-year settlement, but was pleased to report that the Council's finances had been well managed and Coventry was in a good position compared to many other local authorities. Looking to the future, Coventry had an ambitious capital programme and it was anticipated that this year a balanced budget would be achieved without the need to cut services.

The Board questioned officers, received responses, and discussed the following issues:

- Borrowing Limit – Self defined limit determined by capital expenditure and how much could be generated to repay loans

- Lending Streams – Need to be clear how projects were funded which could include multiple lending streams
- Municipal Bonds – credit rated and lengthy process. Public Works Lending Board preferred option
- Local investments - made if considered prudent
- Government settlement – will support the 2021/2022 funding gap and there would be further local government funding to support collection fund losses
- Transformation – assess finance and policy going forward. Item to be added to the Work Programme for consideration in 2/3 months-time.
- West Midlands Pension Fund – employer and employee contributions and benefit calculations, required employer contributions to ensure benefits for all pension liabilities now stands at 98%.
- Current Reserves of £140m – External Auditors recommended level for the Authority.

Members requested that information be circulated to the Board on Council Capital Reserves used to help fund expenditure.

Reference to the Board's consideration of the Strategy would be included in the Budget Report being submitted to Cabinet in February 2021.

RESOLVED that the Finance and Corporate Services Scrutiny Board (1):

- 1) Notes the presentation and the attached Medium-Term Financial Strategy.**
- 2) Agrees that an item be added to the Board's Work Programme on Transformation.**

15. Reserve Balances

The Finance and Corporate Service Scrutiny Board (1) received a Briefing Note and Presentation of the Director of Finance on the position of the Council reserve balances.

The Scrutiny Board's Work Programme included an item to review the position in relation to the Council reserve balances. Information was provided in an Appendix to the Briefing Note, which showed balances for each individual reserve area over a three-year period, for the Board to review. Balances were listed in the size of the balance in April 2020 (largest first) within categories, in addition, a brief description was provided for each balance.

The Board noted that the Councils total level of non-schools revenue reserves stood at £89.9m at 31st March 2020 and capital reserves were at £32.9m. The Council was also required to account for £21.2m of reserve balances that belonged to the city's schools or were funded from Dedicated Schools Grant and were therefore ring-fenced for schools' usage.

There were several reserve balances that warranted initial coverage due to their value:

- Reserve to fund Early Retirement and Voluntary redundancy costs resulting from programmes to deliver the staffing savings required to balance the budget. This currently stood at £9.3m.
- A further £9.6m of reserves were held to manage the cashflow requirements of the financial models for the Council's 3 Private Finance Initiative schemes. These reserves would be used (the balance would fluctuate) over the 25 year plus lifetimes of the schemes. As part of the 2016/17 Budget Setting a decision was taken to utilise £1m per annum for the next ten or so years before then repaying these amounts over the remainder of the schemes' lifetimes.
- Capital receipts (proceeds from the sale of capital assets) had been generated in recent years and these amounted to £31m at the end of 2019/20. These receipts had been programmed to fund several developments over the coming period include the Council's investment in the Friargate Joint Venture, and the capital investment for the City of Culture programme.
- There was a reserve to manage Business Rates volatility under the existing Business Rates Retention which was in place currently.

The Board questioned officers, received responses, and discussed the following issues:

- Pension Strain – exit costs now capped at £95,000 and includes the strain on the pension for those retiring before their state pension age, redundancy payments and pension lump sum payments. New limit, implemented by Government, will disincentivise early retirement and voluntary redundancy
- Reserve Balances – calculated against service expenditure level.
- Ministry of Justice Funding – journal raised in error, moved to business rates in 2019/2020
- Reserves Analysis – clarification of the flexibility of each individual itemised reserve

Members requested that information on how corporate capital has increased and details of grant funding for migration, be circulated to the Board.

RESOLVED that the Finance and Corporate Services Scrutiny Board (1):

- 1) Notes the presentation and the detailed reserves listing.**
- 2) Supports the proposals for one-off spends and build on reserves.**

16. **Work Programme and Outstanding Issues**

RESOLVED that the Finance and Corporate Services Scrutiny Board (1):

- 1) **Notes the Board's Work Programme for the remainder of the Municipal Year 2020/2021.**
- 2) **Agrees that an item on Transformation be added to the Work Programme for consideration by the Board in 2/3 months-time.**

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

There were no other items of public business.

(Meeting closed at 3.50 pm)

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To: Scrutiny Board 1

Date: 20th January 2021

Subject: HR Update

1 Purpose of the Note

- 1.1 The purpose of this note is to provide Scrutiny Board 1 with a summary of achievements made by the HR service over the last 12 months which will include the following key areas:
- Equality, Diversity and Inclusion
 - Staff Health and Wellbeing
 - The HR Scorecard
 - Tribepad – our new recruitment system

2 Recommendations

- 2.1 Scrutiny 1 are being asked to comment on the progress being made by the Director of HR and the HR Service to date in relation to progressing the actions/activities as outlined in the People Plan 2020- 2022.

3 Information/Background

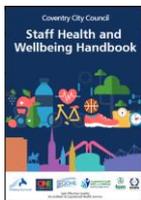
- 3.1 In January 2020, HR launched the People Plan (see appendix 1), which detailed the work the service will undertake over the next two years in line with the wider Council plan. The People Plan focuses on five main areas; organisational development, pay, reward and recognition, health, safety and well-being, workforce planning, information management and support and sustainability.
- 3.2 The organisational development priorities are to establish a supportive learning culture, develop greater staff engagement, to continue to build on the apprenticeship offer and build better links with schools.
- 3.3 In addition, we have been able to progress our ambitions for developing greater staff engagement across the organisation through the development and introduction of the organisation's One Coventry values which has been staff led. Staff from across the Council, including those staff who work remotely, were involved in suggesting a set of values which were important to them through a process of using an info scribe which created images from their suggestions which ultimately led to staff vote – we received 1384 votes which created our One Coventry Values.



- 3.4 These values are now in the process of being embedded into our recruitment and appraisal processes, plus they will form the cornerstone of our recognition scheme. The importance of the values is not to be underestimated, as they will shape and inform the culture of the organisation going forward.
- 3.5 This work did take longer than anticipated due to the pandemic, which also impacted on several other work areas. For example, all the training provision for the year including

induction has been reworked and is now delivered online, which was a considerable challenge as well as a lot of work. Work has continued with apprenticeships albeit on a reduced basis, work experience has been delivered online as well but some elements of the apprenticeship strategy are on hold such as recruitment fayres with schools for example, but we hope to launch these again in September 2021.

- 3.6 Organisational Development have also supported the launch of the new staff app, we are one of the few Local Authorities to have such an engagement tool and they are continuing to develop its use.
- 3.7 Organisational Development have also led on the introduction of the new employee benefits package, which launched in December. The benefits package has been expanded and has its own digital platform and enables staff to access lifestyle savings, a cycle to work scheme, 24/7 counselling and through salary sacrifice lease cars, electronic goods, bikes including e-bikes and over the next few months we'll be offering financial education to our staff . This platform is a one stop shop for all the Council benefits including travel cards, it is part of our new reward and recognition plan as well as being a retention aid.
- 3.8 Our Health, Safety and Well-Being, service have had a very busy year as a result of the pandemic. They have supported the introduction, training and audits of the Covid-19 risk assessment and vulnerable employee risk assessment (VERA) across the Council and Schools. Significant work was undertaken to strengthen and improve the support available for both physical and mental health of staff as well as introduce a Health and Well-Being App called Kaido which encourages team challenges as well as providing useful health information that has proved very popular. Although this activity related to the response to the current situation, it has also progressed the overall aim of improving our position on staff health and well-being.
- 3.9 Alongside this, a Health and Well-Being group has been established which is made up of HR team members, Trades Unions representatives and Public Health colleagues. In the last year, the group has developed a staff health and well-being handbook which is now included within induction and the group are just in the process of completing the draft Health and Well-Being Strategy for staff.



- 3.10 Several new initiatives were also introduced such as menopause training and an employee assistance programme which is available 24/7, 365 days a year to support staff who work outside of normal office hours.
- 3.11 Improvements are continuing to be made to improve the data and information provided as a service, with both a corporate scorecard and more detailed localised service data which is now provided on a regular basis. HR is in the process of changing its reporting tool and once this is completed it will further improve the quality provided.
- 3.12 A number of policies and procedures have been reviewed and revised including the Domestic Violence Policy and the Workforce Equality, Diversity and Inclusion policy.
- 3.13 Recruitment have successfully introduced a new online system which has improved both the candidate and manager experience, all applications can be tracked enabling detailed and informative management information. The system also ensures that all corporate recruitment is now anonymised, this work aligns with our organisational commitment which is set out in our new Diversity and Inclusion strategy to build a more diverse workforce. Additional advertising streams have also been added including the use of diversity focused advertising spaces such as Jobs4BAME. We can now seek feedback from all candidates to help us to continually improve our offer.

- 3.14 To underpin these changes, we have extended where we advertise to ensure we are widening our audience and increasing the diversity of applications/candidates.
- 3.15 As part of the Council's commitment to improving engagement and gaining feedback from employees, an online leavers survey is completed. This data is anonymised and used to produce a report every quarter and at the end of the year. The purpose of the leavers survey is to provide information about why employees have left the employment of Coventry City Council, how people felt about working at the Council and to identify any areas of concern.
- 3.16 Linked to this, is the work we have undertaken to progress the Diversity and Inclusion agenda. Our management information has shown that our workforce does not reflect the communities that we service and that we need to improve representation at senior levels across the organisation. We are a member of the ENEI (Employers Network for Equality and Inclusion) and as part of that membership we were able to access their assessment tool called 'TIDE'. Having completed the assessment, we were given an overall score of 54% which puts the Council at the 'realise' stage of the assessment, we are aiming to be at the 'sustain' stage of the assessment. Utilising this information, has enabled us to develop a diversity and inclusion strategy to identify a number of actions to address areas of concern, concentrating on the employee life cycle we aspire to provide an inclusive environment that promotes diversity & inclusion for all of our existing and new staff.
- 3.17 The Employee Networks have also been re-launched very successfully, each of the 5 networks has a named Chair and Co-Chair, Director sponsorship and a small budget to facilitate meetings and conferences. External support has also been provided to the groups to assist in making them sustainable for the longer term. This has resulted in a Women's Group just recently being established, a very successful Black History Month and some thought-provoking articles being published on the intranet. We are also working with Stonewall to become an inclusive employer.
- 3.18 As part of the consultative arrangements with the Trade Unions a Diversity and Inclusion Group has also been established which is chaired by the Head of Organisational Development and attended by the Trades Unions and the Employee Network Chairs. This group are working together on the Diversity and Inclusion strategy as well as reviewing relevant policies and procedures. The trades unions do feel progress is being made.
- 3.19 Finally, unconscious bias training has taken place across the HR service and is in the process of being arranged for all employees, commencing with senior managers and Members.

4 Next Year

- 4.1 The People Plan outlines the work of HR for a two year period, so in addition to the activities already under way the following is also planned; an engagement campaign for the values, revisions to both the recruitment and appraisal process to incorporate the values, an upgrade of the payroll to a cloud based system, introduction of the personal adjustment passport, and to complete the policy reviews/revisions, particularly Promoting Health at Work.

Susanna Newing

Director of Human Resources

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Appendix 1



19-1130-HG Human
Resources Strategy.pc



 **People Plan**
2019-22



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 the 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

Values

Our managers

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



1499
33%
of employees
are men

Council Median
Gender Pay Gap
3.2%

England & Wales
Median
Gender Pay Gap
3.2%



382

New starters in
2018/19



485

Leavers in
2018/19

Length of service

Less than
2 years
21%

Between
2-5 years
17%

More than
5 years
62%



Average length
of service
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.



32%
are male



68%
are women



7%
declared
a disability



17%
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

Disability status



7%
of the workforce
have declared a disability

We have disability data for
80%
of staff

Ethnicity

Ethnicity (Long)	% all staff	Ethnicity (Long)	% all staff	Ethnicity (Long)	% all staff
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/		Prefer not to State	0.42 %
Asian Pakistani	1.19 %	Black Caribbean	0.69 %	White British	76.61 %
Black African	2.30 %	Other Asian Background	0.82 %	White Irish	1.67 %
Black Caribbean	1.82 %	Other Black Background	0.50 %		
Chinese	0.19 %	Other Ethnic Background	0.29 %	Total:	3783 100.00 %

Sexual orientation

3.5%
of the workforce are either
gay, bisexual or lesbian

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

Religion

Ethnicity (Long)	% all staff	Ethnicity (Long)	% all staff
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

Representing our community

Population



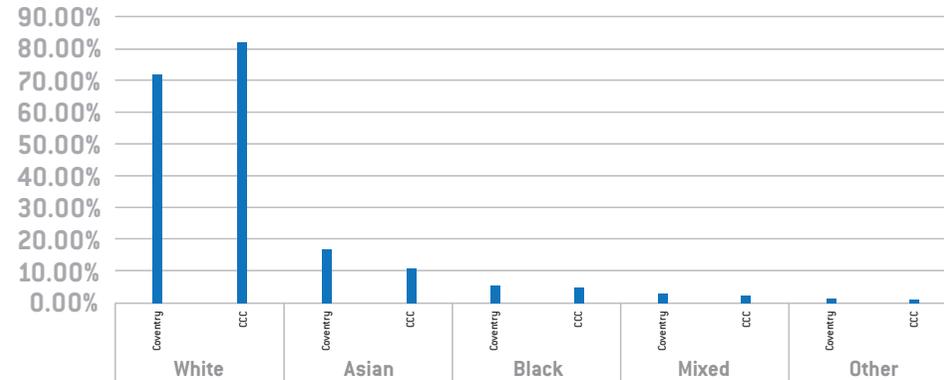
366,800
people live in Coventry



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 chart uses

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

jobs advertised

2,500

job applicants processed

Workforce transformation

15,500

online courses delivered, upskilling our people

189

apprentices supported within the Council

Employment services

17,000

Employees paid each month across 140 different employers

Occupational health and safety

2,000

occupational health assessments issued

573

accidents and incidents reviewed

Employment policy

218

People supported through performance management

3,000

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

- Learning & Development Plan
- Apprenticeship Strategy



Our Focus	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 appraisal 	<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
<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 able to lead and manage effectively. 	<ul style="list-style-type: none"> • Locally committed – improving the quality of life for Coventry people



Our Focus	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<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
<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



Our Focus	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<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 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.



Objective - the 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



Objective - the 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.



Objective - the 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 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 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



Objective - the 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, 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 a 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



Objective - the 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"> Working with Public Health to develop a Wellbeing Plan for Council and LEA schools, which identifies the 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



Objective - the aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan
<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 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
<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"> • Achieve Bronze Award – THRIVE • Ensure accreditation SEQOHS is maintained. • Achieve RoSPA award 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people



Workforce Planning and 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 the 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/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 training	85%	↑
Pay, Reward & Recognition		
Appraisals	90%	↑
360 appraisal at director level	100%	↑
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	Reduce by 20	↓
Improved EDI recording	75% of staff have completed	↑



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 need 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.

Agenda Item 5

SB1 Work Programme 2020/21

Last updated 08/01/21

Please see page 2 onwards for background to items

9 September 2020
- New Ways of Working
14 October 2020
- Financial position Post-Covid-19 - Outcome of Member Survey into New Ways of Working - Reopening Friargate – Verbal Update
Monday 14th December @ 2pm
- Medium Term Financial Strategy - Reserves Update
20 January 2021
- HR Update
24 February 2021
- Digital First including Transformation - Commercialisation
24 March 2021 (Joint with SB3)
- Apprenticeship opportunities in Coventry
2020/2021
- Business Rates - 2019-20 Capital Programme - Social Value and Sustainability Policy - Procurement Strategy

Date	Title	Detail	Cabinet Member/ Lead Officer
9 September 2020	- New Ways of Working	To consider new ways of working at CCC following acceleration of the programme post Covid-19. Customer Service Directorate, Children's Services and a range of directorates. Including training and development.	Cllr Brown/ Cllr Hetherton / Susanna Newing
14 October 2020	- Financial position Post-Covid-19	To scrutinise CCC's budgetary position in comparison to the planned 2020/21 budget, including what mitigations have taken place and additional funding received from Government; the impact on commercial investments; any savings made during the pandemic period and the impact on the 2021/22 budget process.	Cllr Brown/ Barry Hastie / Paul Jennings
	- Outcome of Member Survey into New Ways of Working	To receive an update of emerging themes from the Member Survey and next steps.	Julie Newman/ Cllr Hetherton/ Cllr Lloyd
	- Reopening Friargate – Verbal Update	Following their meeting on 9 th September, SB1 requested an update on the reopening of Friargate which was due to take place on 14 th September.	Richard Moon
Monday 14th December @ 2pm	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process. Please note the date of the meeting will move to enable SB1 to consider the MTFs before it goes to Cabinet. Normal reporting timescales have changed due to Covid-19.	Cllr Brown /Barry Hastie/ Paul Jennings
	- Reserves Update	To receive an update on the position of Council Reserves and identify recommendations for the Cabinet Member.	Cllr Brown/ Paul Jennings
20 January 2021	- HR Update	To include the implementation of the Equality, Diversity and Inclusion Policy, One Coventry Values and an update on the People Plan.	Cllr Brown/ Sue Newing
24 February 2021	- Transformation - Digital First	To scrutinise the Council's Digital Transformation agenda, to include examples of successful transformation work. To include Digital Inclusion.	Cllr Hetherton / Paul Ward/ David Ashmore

SB1 Work Programme 2020/21

Date	Title	Detail	Cabinet Member/ Lead Officer
	- Transformation - Commercialisation	To look at opportunities to maximise income.	Cllr Brown/ Andrew Walster/ Barrie Hastie
17 March 2021	-		
24 March 2021 (Joint with SB3)	- Apprenticeship opportunities in Coventry	To scrutinise the opportunities across the City with regards to apprenticeships. This includes the City Council and other Anchor institutions within the City.	Cllr Brown/ Cllr Maton/ Cllr O'Boyle/ Sue Newing/ Kirston Nelson/ Andy Williams
2020/2021	- Business Rates	To discuss any proposed changes to Business Rates when any new information becomes available.	Cllr Brown/ Paul Jennings
	- 2019-20 Capital Programme	For the Board to receive a written report on the Capital Programme.	Cllr Brown / Paul Jennings
	- 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 Brown / 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 Brown/ Mick Burn

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