
A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The public interest in keeping the report private outweighs the public interest in making it public

Cabinet

7th March 2017

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources - Councillor J Mutton

Director Approving Submission of the report:

Executive Director of People

Ward(s) affected:

All

Title:

Workforce Reform

Is this a key decision?

No

Executive Summary:

The purpose of this report is to present to Cabinet an overview of the due diligence process that it is intended be followed as part of a programme of workforce reform to deliver our workforce strategy. The totality of the programme and reform will support City Council employees to be more confident and feel better equipped to deliver services for the people of Coventry. The programme will also seek to deliver on the savings target of £5 million by 2019/2020 which is to be achieved by reducing our employment costs in line with other public sector organisations.

This part of the workforce delivery programme includes seeking to improve governance of our employment costs, put in place fairer pay, recognition and reward systems and seek to adopt modern employment policies and practices.

Cabinet is not being asked to make any decisions on the proposed reforms which are non-executive functions but are instead being asked to note the process that is to be followed leading up to decisions being made later in the year.

Recommendations:

Cabinet is recommended to:-

1. Note the process that is to be followed in delivering this programme of work.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Workforce reform

1. Context (or background)

- 1.1 The City Council pay bill is £152m and represents the Council's largest spend. The size of financial costs and ongoing austerity measures means that the Council must seek to reduce employment costs.
- 1.2 Historically the Council has relied on traditional approaches to workforce development and has sought to avoid compulsory redundancies via VR/ER programmes. Further management actions to further scrutinise the recruitment to vacant posts and the use of agency and interim staff have been implemented.
- 1.3 The Council's budget includes a savings target of £5m by 2019/20 linked to reducing the cost of employment. This report provides Cabinet with an outline of the process that it is intended will be followed to achieve this savings target.

1.4 Process to be followed

Cabinet is being asked to note that it is proposed that detailed discussions with trade union colleagues and employee engagement processes will start that will enable recommendations to be made to the relevant decision makers including full Council.

2. Options considered and recommended proposal

- 2.1 Cabinet is not being asked to make a decision on the proposals but is asked to note the process around due diligence which is now to be followed.

3. Results of consultation undertaken

- 3.1 Consultation is to follow as part of the due diligence process outlined above.

4. Timetable for implementing this decision

- 4.1 In respect of these changes it is anticipated that these will be implemented over the next one to two years.

5. Comments from Director of Finance and Corporate Services

- 5.1 Financial implications

The City Council's budget includes a saving target of £1m in 2018/19 rising to £5m in 2019/20 to be delivered from a review of employment costs.

The proposals contained within this report are designed to achieve this target.

- 5.2 Legal implications

There are a number of legal implications that will need to be considered at each stage of the process.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The proposals contribute to the Council's ability to deliver the City Council priorities with incur lower costs and fewer resources by making the most of our assets and changing how we work to become more flexible and adaptable.

6.2 How is risk being managed?

A project team will manage the operational side of the programme with oversight via Senior Management Board.

Work has been undertaken by internal audit to look at the governance around employment costs which will be reported upon and feed into the work being undertaken as part of this reform programme.

6.3 What is the impact on the organisation?

The proposals will impact on employees and enable fairer processes alongside more transparency in respect of employment costs.

6.4 Equalities / EIA

Detailed equality impact assessments will be undertaken on each aspect of the proposals.

The proposals are intended to support the Public Sector Equality Duty in having due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people with relevant protected characteristics.

6.5 Implications for (or impact on) the environment

There are no environmental implications

6.6 Implications for partner organisations?

None.

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Directorate:

People

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