

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

- workforce to reflect the population of Coventry and sickness absence is higher than comparatives. However, the gender pay is line with the national position, and the workforce is stable.
- 3.6 One of the key areas of work over the next 12 months will be the introduction of the One Coventry Values which are in the process of being developed and will be chosen by staff through an extensive staff engagement exercise. The picture below shows an example of the work undertaken at one of the engagement sessions about what One Coventry means to staff.



- 3.7 Once the values are chosen, they will be introduced into the appraisal and recruitment process, as well as being reinforced by a recognition scheme. This work is important as it will help support and assist a change in organisational culture and really embed the One Coventry approach.
- 3.8 Other areas of priority work are:
 - The management and leadership offer will be strengthened
 - Improving mandatory and statutory training rates
 - Introduction of the apprenticeship strategy
 - Progressing the EDI actions
 - The new electronic recruitment system being in place by April 2020
 - Looking at the total reward package for staff in conjunction with stakeholders
 - Development of a staff health and well-being plan in partnership with Public Health
 - Reduction of sickness absence
 - Working with the trades unions to review and revise policies and procedures
 - Strengthening the HR support to local authority schools
- 3.9 The plan does identify several metrics to measure success as well as identify what will be achieved in year one and two of the plan. The plan covers all areas of Human Resources, offers development and improvement but is realistic in approach. Although ambitious, it is achievable and provides direction for the service for the next two years.

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