



People Plan 2019-22



Coventry City Council



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

<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/		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

<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

Representing our community

Population



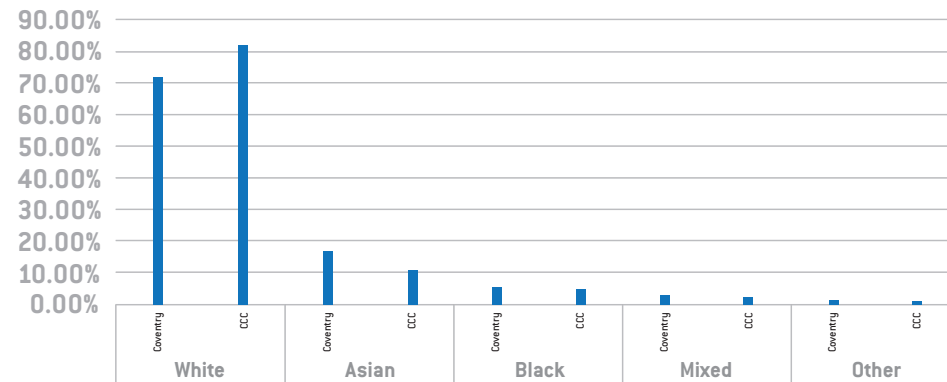
366,800
people live in Coventry



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.