



People Plan 2020-2022 Review

Organisational Development



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> Through a staff consultation exercise, develop, introduce, and embed a set of organisational values for One Coventry, which will be incorporated into recruitment, selection, and appraisals 	<ul style="list-style-type: none"> Introduction of cultural change, reinforcing One Coventry ethos 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> Delivered early 2020
<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"> Delivered May 2020



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<ul style="list-style-type: none"> Strengthening the Leadership and Management development offer to ensure competence and skill in people management from the point of induction 	<ul style="list-style-type: none"> Provision of confidence in managers to be able to lead and manage effectively 	<ul style="list-style-type: none"> Locally committed – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> All management and leadership provision reviewed and revised 2020/21
<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"> Ignite launched May 2020 Levy A recent Local Government Association Report stated: <i>“Local authorities have often struggled to spend the Apprenticeship Levy in the four years since its introduction, although spending has steadily increased each year. Coventry City Council’s Apprenticeship Levy spend is well above the national average and the tenth highest proportion of levy funds spent in England. Coventry has spent the highest percentage of levy funds of any Metropolitan Borough in England and also has the highest percentage spend of any of the 14 upper and single tier councils in the West Midlands.”</i> 3.8% of the workforce are 16-24.



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	
<ul style="list-style-type: none"> Implement the Workforce Equality Diversity Inclusion Action Plan that continues to embed a culture that values diversity and actively promotes inclusion 	<ul style="list-style-type: none"> To increase the equality employee data held to 85% Review and revise the relevant policies and procedures and provide training to embed the learning and understanding Improve the support provided to the Employee Network Groups and so expand membership and reach Celebrate difference, promote the benefits of an inclusive approach through a number of engagement events 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy Locally connected – improving the quality of life for Coventry people Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> Diversity and Inclusion Strategy launched September 2021 Known employee equality data is currently at 88.46% There are now 5 employee networks, all active and supported by the Workforce Diversity and Inclusion Lead Events have taken place such as Inclusion Week, Diversity and Inclusion Calendar, Yammer.
<ul style="list-style-type: none"> Provide continuous development of learning that addresses both professional/personal need and legislative requirements that helps both the employee and the organisation to grow To create and embed career pathways and offer opportunities to recognise, develop and retain talent To ensure organisational compliance in the following areas: mandatory training (corporate and local) appraisals and inductions 	<ul style="list-style-type: none"> To have a workforce that has the right skills to meet the needs and challenges of the organisation including digitalisation and agility To enable personal and professional growth so there is a natural workforce for the future Achieve 85% compliance 	<ul style="list-style-type: none"> Globally connected – promoting the growth of a sustainable Coventry economy Locally connected – improving the quality of life for Coventry people Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> Reviewed and updated statutory and Mandatory training 2019, expanded access In 2020. Reviewed and revised access to Apprenticeship learning, management Development, widen induction Introduced Coaching Culture in 2021 Statutory and mandatory training is at 88%



Pay Reward and Recognition:

Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress Update
<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"> Covid and the industrial action has delayed concluding these discussions with the trade unions
<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"> Notifications and promotions take place on a regular basis via the staff app, newsletter, intranet etc.
<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"> Delivered in 2019
<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 	<ul style="list-style-type: none"> Revised 2019, to be reviewed in 2023



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<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"> Reported on an annual basis
<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 theOne Coventry values 	<ul style="list-style-type: none"> Globally connected – promotingthe growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> Cheers for Peers launched 2022, delayed due to Covid



Sustainability

Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> • Introduce and establish a new electronic recruitment system within the Council by April 2020 	<ul style="list-style-type: none"> • Ease of application and using the service to reduce time to hire, measured through KPIs. Modernising the methods of engagement and improving the overall experience for candidates, colleagues, and customers 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> • Launched April 2020
<ul style="list-style-type: none"> • Utilising innovative methods/ technologies of engaging with candidates, managers, and customers to have a greater and wider range of applicants that suit the service/role/demographic 	<ul style="list-style-type: none"> • Monitor the successful use of SMS, Skype, video platforms. Increased applicant numbers, reduced re-adverts, increase in diversity of candidates 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> • Work in progress, still improvements to make
<ul style="list-style-type: none"> • To have relevant policies, processes and supporting materials, provide choice to users and give effective support to colleagues and customers 	<ul style="list-style-type: none"> • Measurement through internet ‘hits’, customer feedback, and reduced complaints 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> • In place from Summer 2020, in the process of being updated.
<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"> • In place in 2019 but all reports have been re-written in 2022 to improve the data provided



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> • Development of recruitment methods that effectively identify the best person for the role through relevant means of assessment 	<ul style="list-style-type: none"> • Improved candidate and colleague feedback. Wider candidate base, attendance at job, graduate fairs to build reputation and contact list 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> • Work in progress
<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 	<ul style="list-style-type: none"> • In place, income was impacted by Covid and is improving



Health, Safety and Wellbeing:



Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> Set, monitor, and raise service standards and evidence including evidence to accrediting bodies, prevention programmes and management reporting 	<ul style="list-style-type: none"> Committing to achieve Thrive Award and using this framework to develop and support our workforce wellbeing plan Strengthen our One Coventry workplace wellbeing offer. The Thrive framework will drive, consolidate, and shape our workplace wellbeing offer. Helping is establish a baseline and ongoing measure Ensure accreditation SEQOHS is maintained. Achieve RoSPA award 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> Introduced Health and Well-Being Group 2019 Thrive Bronze achieved 2020 Active Well-Being plan in place since 2020 Staff Health and Well-Being Handbook introduced SEQOHS is maintained Gold RoSPA achieved 2021
<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"> Introduced MSK clinics and Podiatry in 2020 Mental Health First Aid delivered to 45% of managers, is on going 4 Health and Well-Being Surveys undertaken in last 2 years

<ul style="list-style-type: none"> • Work with Public Health to develop a Wellbeing Plan for Council and schools, which identifies targeted support and includes establishing an employee health and wellbeing group 	<ul style="list-style-type: none"> • To introduce new methods of supporting colleagues. Improved colleague engagement with health and wellbeing 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> • Achieved in 2020 and on-going
Our Aim	Outcome – what will this achieve?	Corporate – where this fits with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> • Ensure corporate health and safety standards meet legislative requirements and health and safety standards are met within LEA schools 	<ul style="list-style-type: none"> • Legal compliance, audits undertaken and completed 	<ul style="list-style-type: none"> • Globally connected – promoting the growth of a sustainable Coventry economy 	<ul style="list-style-type: none"> • Achieved and on-going
<ul style="list-style-type: none"> • Ensure appropriate health, safety and wellbeing training is available corporately and meets user needs 	<ul style="list-style-type: none"> • Evidence, legislative and mandatory requirements are available. Compliance is monitored • Promotion through Health and Wellbeing newsletter, leaflets, and guidelines 	<ul style="list-style-type: none"> • Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> • Achieved and on-going
<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"> • Challenging due to Covid



Workforce Planning, Management Information and Support:



Objective - the aim	Outcome – what will this achieve?	Corporate – where does this fit with the One Coventry Plan	Progress update
<ul style="list-style-type: none"> Working in partnership with the trade unions to review and revise policies and procedures in an agreed timeframe 	<ul style="list-style-type: none"> A set of agreed policies and procedures completed in the identified timeframe and improved partnership working 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> A number of policies and procedures have been reviewed and revised , notable Enabling Attendance. Work continues to complete a review of all
<ul style="list-style-type: none"> Introduction of toolkits and relevant training to support colleagues in the implementation and use of policies and procedures 	<ul style="list-style-type: none"> Managers and the trade unions have a shared understanding of policies and procedures 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> Enabling attendance at Work, Agile and Flexible Working, Family Friendly have all launched with appropriate toolkits and training
<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 	<ul style="list-style-type: none"> HR KPIs to be in place, measured and monitored through a monthly scorecard 	<ul style="list-style-type: none"> Locally connected – improving the quality of life for Coventry people 	<ul style="list-style-type: none"> Introduced in 2019 the HR Scorecard and this is in the process of being updated
<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 timescales 	<ul style="list-style-type: none"> Delivering our priorities -more with less 	<ul style="list-style-type: none"> Case work is now recorded via a system called Selenity and each time a policy is reviewed the process including forms are included



Objective - the aim	Outcome – what will this achieve?	Corporate – where does this fit with the One Coventry Plan	Progress update
<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"> All officers are either CIPD qualified or undertaking study. Further professional training has been provided and is on-going
<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 	<ul style="list-style-type: none"> In the process of being developed, delayed due to Covid



How will we measure success?

	Measure	Direction required	Progress update
Organisational Development			
Mandatory training	85%	↑	88% Improved
Apprenticeships in substantive roles	2.34%	↑	2.9% Improved
Completion of leadership development training	85%	↑	93% Improved
Increased staff engagement			Approx. 25% of the workforce have completed the Health and Well-Being Surveys
Pay, Reward & Recognition			
Appraisals	90%	↑	96% Improved
360 appraisal at director level	100%	↑	Not completed
Sustainability			
Positive candidate feedback on their recruitment experience			Feedback collected; measurement tool needed
Health & Wellbeing			
Sickness absence reduction	Under 10 days	↓	12 days Increased
Reduce stress, anxiety, and depression	by 5%	↓	Increased
Attendance at MHFA training	1 in 4 managers trained	↑	Exceeded
Workforce planning and management information and support			
Turnover	10%	◆	13% Increased
% of underrepresented groups in senior positions	5% in 2 years	↑	<ul style="list-style-type: none"> % Senior leaders declaring a disability – 6.56% % Senior leaders who are women – 40.98%



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			<ul style="list-style-type: none">• % Senior leaders from Black, Asian, and Minority Ethnic backgrounds – 8.20%
Agency spend	Continue to reduce overall spend ↓		Increased
Improved EDI recording	75% of staff have completed ↑		88% Improved
Improved employee relations climate			Reduced grievances and disciplinarys