



To: Finance and Corporate Services Scrutiny Board 1

Date: 6th July 2023

Subject: Workforce Metrics.

1 Purpose of the Note

- 1.1 This report provides the current workforce analytics from numbers employed, turnover, starters, leavers, sickness absence, right through to agency workers. Where possible historical data has been included for comparative purposes. Although it should be noted this data will include years impacted by Covid and is reflected within the information provided.
- 1.2 This report enables members to have a comprehensive overview of the HR metrics and provide an understand of the workforce metrics.

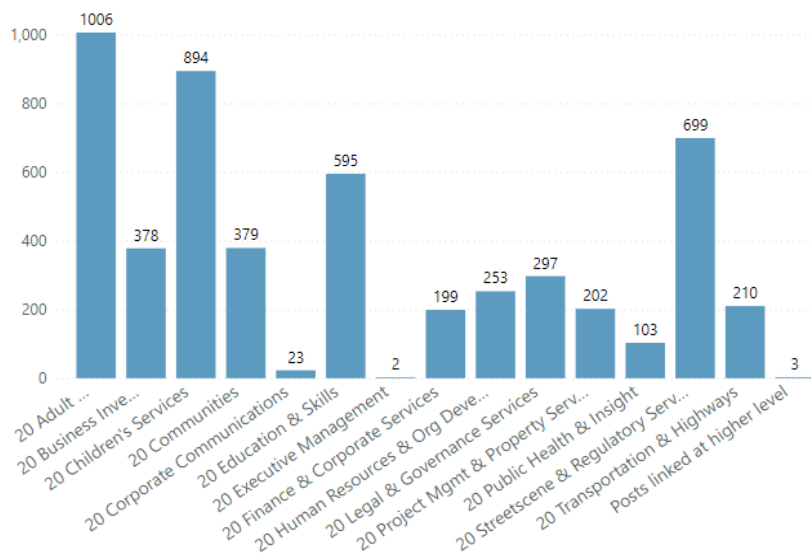
2 Recommendations

- 2.1 To note the contents of the report and some of the workforce challenges faced post-Covid. For example, the skill shortages/recruitment challenges in some areas as well as the measures being taken to address the issues.
- 2.2 To acknowledge the work being undertaken to improve the range and access to data and the support work to improve areas of challenge such as sickness absence and where this work is showing signs of improvement for example in Street scene.
- 2.3 Identify any recommendations for the Cabinet Member (Strategic Finance and Resources)

3 Information/Background

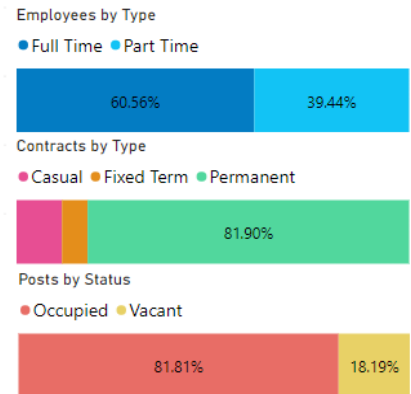
- 3.1 Currently the City Council as of the 19th of June 2023 has 5180 employees or 4153 FTE and turnover is currently at 16.66%. The breakdown below provides the details of numbers within each service and types of contracts. HR are now able to provide workforce analytical information due to the development of the data warehouse which has been a shared development between HR and IT. The information is refreshed daily and is accessible to directors and managers on their desktops.
- 3.2 The data overleaf is a 'snapshot' of the type of information now available, and it is flexible enough to be able to view at service level and by category so for example, grade, contract type, occupied and vacant.

Current Employees by Hierarchy



868 Leavers In 12 Months
807 Starters In 12 Months

16.66%
Turnover



4

- 4.1 As evidenced by the next two tables, turnover is currently higher than it has been for a while. This is being impacted by a number of things, a slower recruitment process as managers are managing their budgets more prudently, there is a national shortage of social workers which is reflected in Children’s Services and therefore their vacancy rate. The service is working hard to address but has increased its use of agency workers to ensure the service can operate ‘safely’. Adults are also struggling to recruit and retain care staff which also shows in their figures. In addition, there are pressures in other areas (such legal services and in highways) as their technical roles can be quite specialist and the private sector pays higher salaries for these roles – causing attraction issues.
- 4.2 The two tables below provide the breakdown over the last 5 years, with increases in employees taking place in 2019, 2020 and 2021 due to the increase in temporary contracts because of Covid. The pandemic also ‘slowed’ turnover, but the recent cost of living crisis has yielded a buoyant recruitment market. As a result, some areas- such as customer services- have found it more difficult than usual to fill vacant posts.

CCC (Non School) Turnover Based on Headcount Excluding Casuals					
Year (12-month Period April to March):	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Number of Employees at Period Start	4346	4520	4608	4721	4814
Number of Employees at Period End	4506	4619	4725	4845	4750
Average Employees in Period	4426	4569.5	4666.5	4783	4782
Number of Leavers in Period	464	479	367	690	723
Labour Turnover (percentage)	10.48	10.48	7.86	14.43	15.12

CCC (Non School) Turnover Based on Headcount Including Casuals					
Year (12-month Period April to March):	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Number of Employees at Period Start	4791	4925	5060	5362	5225
Number of Employees at Period End	4916	5072	5384	5289	5194
Average Employees in Period	4853.5	4998.5	5222	5325.5	5209.5
Number of Leavers in Period	618	573	489	965	901
Labour Turnover (percentage)	12.73	11.46	9.36	18.12	17.30

The next table provides the details of the new starters by service over the last 5 years. Points to note: the highest numbers are from the largest service areas and the recruitment challenges have previously been highlighted. Human Resources includes ICT which has had an investment to improve and increase cyber security-which created a growth in posts. Legal Services also now includes procurement and regulatory services and Streetscene recruitment has been impacted by the industrial action last year.

Financial Year:	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Services Group (excludes schools)	New Starters Headcount	New Starters Headcount	New Starters Headcount	New Starters Headcount	New Starters Headcount
20 Adult Services	114	139	144	137	155
20 Business Investment & Culture	57	62	80	71	60
20 Children's Services	154	114	149	204	167
20 Communities	75	68	31	58	74
20 Corporate Communications	1	2	0	1	3
20 Education & Skills	85	84	261	119	133
20 Finance & Corporate Services	13	16	5	14	15
20 Human Resources & Org Development	19	30	26	18	20
20 Legal & Governance Services	26	45	30	28	42
20 Project Management & Property Services	13	10	16	20	14
20 Public Health & Insight	12	18	8	39	17
20 Streetscene & Regulatory Services	177	120	44	127	62
20 Transportation & Highways	17	24	13	15	25
CCC total starters (headcount)	759	732	805	851	787
Financial Year	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023

Retention

To support the recruitment and retention of our workforce (besides the salary, annual leave and pension), the council offers a range of other benefits. We continually seek to improve and develop these benefits so there is a wide and relevant offer for the workforce. The table below details the extent of what is provided by category, the majority being introduced over the last three years.

Children’s Services have also undertaken a wide range of work to attract and retain staff including the introduction of retention payments, reviewing roles and grades, introducing clinical supervision and regular health and well-being weeks

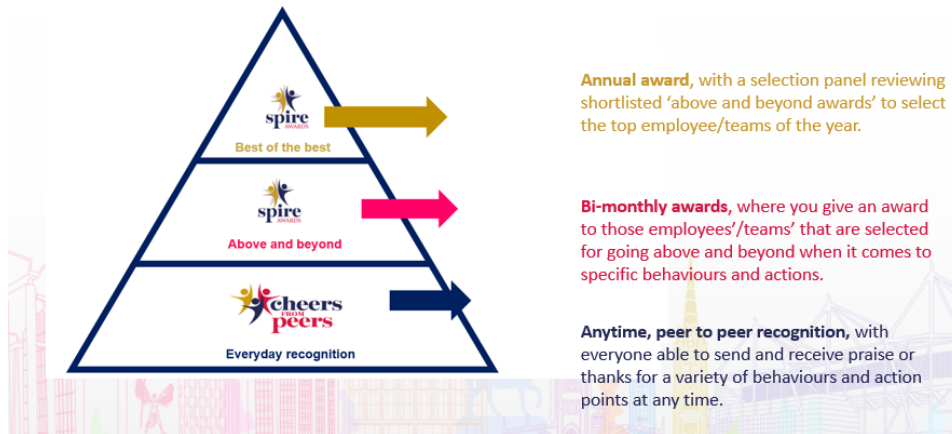
The wider workforce has influenced our benefits work through several pulse surveys undertaken in the last 3 years namely June 2020, January 21, September 21, and July 22. As a result, based on the feedback from employees, we amended the agile and flexible working offer and revised the mental health support according to feedback from the surveys. A full staff survey will be undertaken supported by DJS Research Provider in Autumn 2023.

Recognition has also been an important development of our reward strategy supporting retention. Cheers for Peers is very popular and is a way of sending a card to say thank you. The Spire Awards are the next step which is an event which celebrates those employees who go above and beyond and are made through peer nominations. A formal celebration event is held with the nominees and Directors to share the achievements.

The latest edition to our offer is the Employee Welfare Support Loan.



Employee Recognition Pyramid



Benefits Offer

Mental Health	General Health	MSK
Counselling - Face to Face, TEAMS, and telephone counselling	Health and Wellbeing Wednesday and healthy lifestyle clinics off site	Musculoskeletal (MSK) Fast Care Clinics
Employee Assistance Platform	Wellbeing Champions	At the desk massage – neck and shoulders
Mental Health Support Clinics	Talks on Fibromyalgia and Chronic pain	Flex and Stretch in the workplace
Mental Health Responders – for mental health support in the workplace	Health and Wellbeing Booth in Friargate	Podiatry Clinics
Group meditation	Flu vaccinations	MSK Additional Interventions – referral for MRI, Physiotherapy, Consultant assessment
Relaxation for panic attacks	Be Healthy, Be Safe, Be Well Newsletter	
On-line CBT	Occupational Health, Safety and Wellbeing Portal on SharePoint	
Talks on neurodivergence	Cancer Buddy Scheme	

Travel	Lifestyle	Fitness & Crafts	Finance & Discounts
Car salary Sacrifice: <ul style="list-style-type: none"> • Zenith • Tusker • Knowles 	Holiday Purchase Scheme	Christmas Craft Sessions	Benefit portal - discounts/gift cards etc:
Cycle Scheme Salary Sacrifice	Childcare Vouchers salary sacrifice	Yoga	Privilege Card -local discounts
Bike Shop	AVC's	Zumba	Credit Union
Travel Cards	Home Electronics	Cycling in the Park for Fitness Event	Payroll Giving
Workplace Parking Pass	Simply Health/ Westfield	KIADO -Challenge x 3 (six-week challenges in teams)	Long Service Award and event Spire Awards and Cheers for Peers.
Business Parking Pass	Trade union membership/ employee networks	Council Choir	Employee Welfare Support Loan
	Flexible/Agile Working available on commencement including equipment purchase support		Salary Finance Loans & Savings – Procuring has commenced

Relocation

As a council, in line with terms and conditions we also operate a relocation scheme which supports an employee moving to Coventry if they live in another part of the country to take up a job role.

The scheme provides those employees who meet the threshold a payment of up to £8,000 which is repayable on a percentage basis should the employee leave within three years. The cost for this scheme for the last five years is detailed above and it has supported 30 employees in total, majority of whom are based within Children's Services.

The costs for operating the scheme are detailed below.

2022/23	2021/22	2020/21	2019/20	2018/19
£33,231.88	£32,483.71	£13,886.96	£4,635.60	£20,435.96

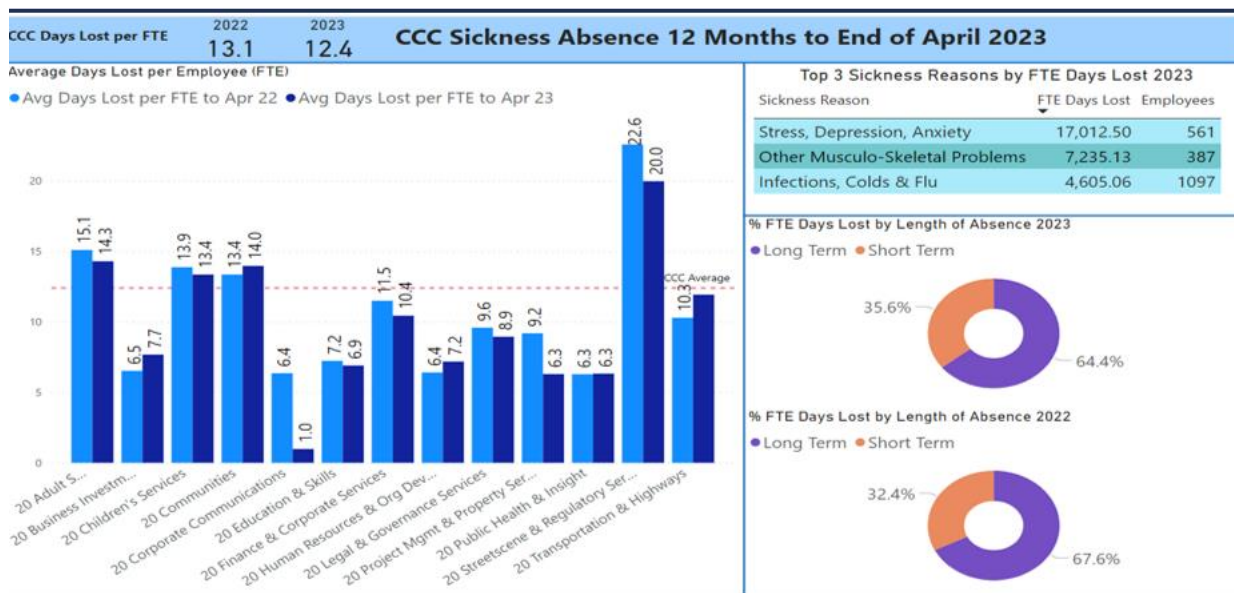
The majority of those employees who access relocation are based in Children's Services which is reflective of the work undertaken to recruit to social work and related posts.

Grade	2022/2023 total	Post	2021/22 Total	Post
10	0	N/A	0	N/A
9	0	N/A	2	Team Manager
8	0	N/A	1	Advanced Social Worker
7	7	Social Worker	3	Social Worker
6	5	Social Worker	2	Social Worker
5	1	Children & Family Worker	0	N/A
Grade	2019/2020 Total	Post	2018/19	Post
Other	0	N/A	1	Property & Development Post
10	0	N/A	0	N/A
9	0	N/A	1	Children's Manager
8	1	Advanced Social Worker	1	Senior Practitioner
7	2	Social Worker	2	Social Worker
6	0	N/A	1	Social Worker
5	0	N/A	0	N/A

Sickness Absence

The overall absence rate across the Council is 12.4 days per FTE, which is a slight decrease from 2022 when the rate was 13.1 days.

The highest reason for absence remains stress, depression, and anxiety, which has been the case for some time. A new absence management policy was introduced in November 2021 with support from the trades unions.



'Enabling Attendance' and has introduced a different approach which concentrates on keeping our employees well in the work place and their overall health and well-being. The Health and Well-Being Group continues to meet and has been central in developing different options to improve health in the workplace particularly in relation to mental health. The current support we provide for mental health issues is: access to counselling both in house and through the employee assistance programme with 182 employees being seen in 22/23. There is a menopause clinic operating one afternoon per week and in the first quarter of the year, has seen 57 employees. Furthermore, there are Wellbeing Wednesday sessions for employees to access bespoke health advice, again this is popular with 35 employees being seen in Quarter 1 of 2023/24. Occupational Health, Safety and Well-Being also offer a range of training on resilience and mental health well-being such as mindfulness. We also introduced mental health clinics in November which take place 3 days per week, one of these at Whitley Depot and overall to date has seen 105 employees, with the latest figures detailed below.

Mental Health Support Summary – Latest Report

1st April – 30th June 2023

Referrals for support can be made via the manager, HR, or self-referral.

The following is a summary of the Mental Health Support Clinic.

Table 1: Overview of appointments	No
Number of referrals into service	71
Number of new self-referrals	21
Number of new management referrals	50
Reviews	76

Further intervention summary:

Table 2: By service area	No.
Streetscene and Regulatory Service	32
Adult Services	7
Children's services	7
Finance and Corporate Services	4
Housing and Transformation	3
Public Health and Insights	10
Other/ education/corporate	09

Table 3: Mental Health Issue	No
Addiction	9
Anxiety	21
Depression	5
PTSD	4
Stress	32
Work related	30
Supporting manager stress tools	7

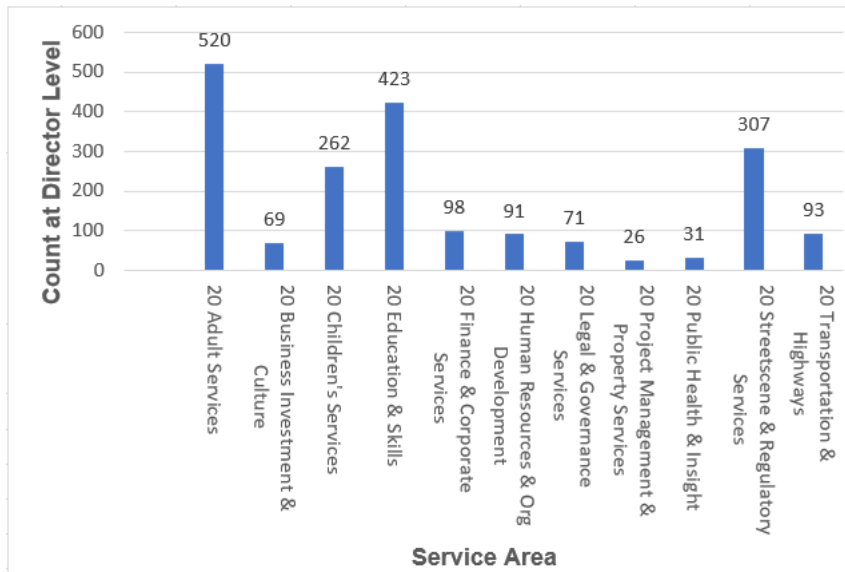
Table 4: intervention	No
External resource	22
Internal resource / counselling service	6
Internal and external resource	9
Holding appts	65

For MSK issues we provide physiotherapy, a dedicated clinic back clinic and podiatry; these numbers are monitored monthly.

Return to Work

Return to work interviews are tracked against the absence numbers as the forms are now completed online and this enables managers and HR to identify where further and better support is needed and that the procedure is being used.

The table below provides the numbers of return-to-work interviews completed from April 2022 – April 2023.



The table below shows the numbers of 'live' absence cases currently being monitored and supported in line with Enabling Attendance by managers and HR. These cases are a combination of both long and short cases and will include occupational health support.

Case Type / Department	Enabling Attendance cases	Percentage (%) by Department
20 Adult Services	99	28.3%
20 Business Investment & Culture	3	0.9%
20 Children's Services	46	13.1%
20 Education & Skills	63	18.0%
20 Finance & Corporate Services	15	4.3%
20 Human Resources & Org Development	4	1.1%
20 Legal & Governance Services	9	2.6%
20 Project Management & Property Services	4	1.1%
20 Public Health & Insight	1	0.3%
20 Streetscene & Regulatory Services	87	24.9%
20 Transportation & Highways	19	5.4%
Total No. Cases by Case Type	350	
Percentage (%) by Case Type	100.0%	

Agency

The council does use agency staff when/where required to fill gaps in service delivery to cover established roles / posts for the purposes of annual leave / sickness, recruitment to vacant posts, extra demand in workload and / or project work. The council uses a 'master vendor contract' which is one supplier sourcing the necessary workers on our behalf. This is more efficient way to manage both in terms of time and cost, the contract is regularly reviewed.

Coventry City Council's prominent agency contracts are detailed below.

Agency Name	Contract Length
Pertemps Agency	December 2013 – June 2018
Reed Agency	June 2018 – June 2022
Hays Agency	June 2022 - present

The table below shows the spend over the last five years, during this time there have been three master vendors: red denotes increases in spend, again this information is reviewed and monitored quarterly.

Year	2018-19	2019-20	2020-21	2021-22	2022-23
Annual Total Spend	£4,860,132	£4,478,428	£6,135,517	£7,225,054	£6,703,251
Service Area Spend Breakdown					
Adult Services	£794,827	£839,292	£438,222	£810,422	£1,081,377
Children's Services	£3,112,400	£2,270,808	£3,510,687	£4,176,380	£3,642,476
Customer Services & Transformation	£281,943	£501,872	£344,155	£134,903	£0
Human Resources	£0	£8,199	£6,006	£5,782	£34,234
Education and Skills	£7,878	£4,004	£1,139	£42,475	£108,532
City Centre & Major Projects	£13,498	£16,366	£0	£0	£0
Public Health & Insight	£0	£0	£0	£0	£127,971
Finance & Corporate Services	£96,477	£221,224	£14,838	£155,632	£384,512
Law & Governance Services**	£0	£0	£460,286	£740,513	£758,477
Project Management & Property Services	£29,215	£81,341	£117,875	£162,062	£177,020
Streetscene & Regulatory Services	£516,776	£462,938	£956,710	£945,651	£322,358
Transportation & Highways	£7,117	£72,381	£285,597	£50,337	£66,294

This spend does not include consultancy work.

Agency rates vary according to the type of worker used. For social work there is a regional memorandum of understanding in terms of rates paid to avoid a 'bidding war' and therefore increase costs. Below is a sample of the pay rates currently in use for the most used roles at this moment in time.

Current - Top Job Titles	Current Workers	Median Pay Rate
Senior / Social Worker – Children's	34	£33
Senior / Social Worker - Adults	32	£32
Senior Practitioner – Children's	6	£33.30
Lawyer	6	£48.42
Occupational Therapist	6	£33.19
Independent Reviewing Officer – Children's	4	£41.24

Separately, to support capital programmes of work, agency workers or consultants are used to support these specialised and/or time limited projects. The cost of these types of workers for the last five years is detailed which decreased during Covid. Some suppliers will provide both professional services as well as consultancy.

Detail has been provided by the project, spend and then by supplier, with their costs for the last five years. These costs are included within the project plans/costs.

Capital Expenditure Consultancy by scheme	2018-19 £000's	2019-20 £000's	2020-21 £000's	2021-22 £000's	2022-23 £000's	Total £000's
Air Quality & Innovation	£173	£216	£758	£1,010	£669	£2,826
Basic Need	£0	£14	£59	£76	£89	£237
City Centre & Development Services	£8	£0	£11	£0	£0	£19
City of Culture 2021	£0	£322	£164	£424	£172	£1,083
Coventry City Centre Regeneration	£41	£161	£209	£398	£577	£1,386
Coventry Station Masterplan	£400	£617	£977	£917	£230	£3,142
Growth Deal	£33	£0	£0	£0	£0	£33
Highways Maintenance	£124	£104	£177	£380	£71	£856
Highways Section 106 Schemes	£0	£0	£41	£247	£141	£429
Integrated Transport Programme	£75	£128	£253	£265	£246	£966
Investment Properties	£567	£811	£1,031	£0	£30	£2,440
Kick-Start	£9	£0	£0	£0	£0	£9
Leisure	£399	£238	£27	£23	£0	£686
Local Pinch Point Fund	£2	£4	£1	£0	£0	£7
Public Realm	£546	£1,217	£2,116	£1,451	£168	£5,498
Regional Growth Fund	£29	£58	£0	£0	£0	£87
Strategic ICT	£0	£30	£0	£72	£117	£219
UK Central and City Region Sustainable Transport Settlement (CRSTS)	£321	£616	£398	£530	£1,285	£3,150
Vehicle & Plant Replacement	£0	£0	£0	£0	£0	£0
Waste Services Equipment	£0	£700	£1,148	£200	£0	£2,048
Whitley South Infrastructure	£788	£213	£174	£11	£3	£1,188
Grand Total	£3,516	£5,448	£7,545	£6,004	£3,798	£26,311

Capital Expenditure - Consultancy by Provider	2018-19	2019-20	2020-21	2021-22	2022-23	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Aecom Infrastructure & Environment UK Ltd	£226	£399	£292	£0	£0	£917
Appleyard & Trew LLP	£207	£106	£33	£28	£5	£379
Atkins Ltd	£2,068	£3,378	£5,409	£4,006	£650	£15,511
Beep Consulting Ltd	£0	£0	£0	£72	£117	£189
Bloom Procurement Services Ltd	£789	£991	£1,024	£433	£304	£3,541
Cenex	£6	£0	£19	£175	£0	£200
Deloitte LLP	£33	£169	£204	£398	£577	£1,380
Imagemakers Design & Consultancy Ltd	£0	£0	£2	£367	£142	£512
KPMG LLP	£0	£161	£322	£62	£0	£546
Rider Levett Bucknall UK Ltd	£34	£114	£160	£220	£220	£749
Turner & Townsend Project Management Limited	£152	£130	£79	£0	£0	£361
Waterman Aspen Ltd	£0	£0	£0	£242	£1,783	£2,025
Grand Total	£3,516	£5,448	£7,545	£6,004	£3,798	£26,311

Exit Payments

Finally, there are times when employees need to exit the organisation due to a restructure or because the role no longer exists in line within the agreed council policy and procedure. Employees are entitled to a redundancy payment and if the employee is aged 55 or over access to their pension, which creates an additional cost in terms of pension strain as the Council need to refund these costs to the pension fund.

Prior to the 31st March 2023, Part 2I of the Council's constitution required any severance package for an employee of the Council which exceeded £100,000 was to be determined by the Audit and Procurement Committee; however, from 1st April 2023 any such decisions now come to full council.

Payments for the last 5 years are detailed below and reported upon annually. The age and length of service of the employee impacts on the average exit cost. In the last financial year the average cost per head for redundancy and pension strain was approximately £37k.

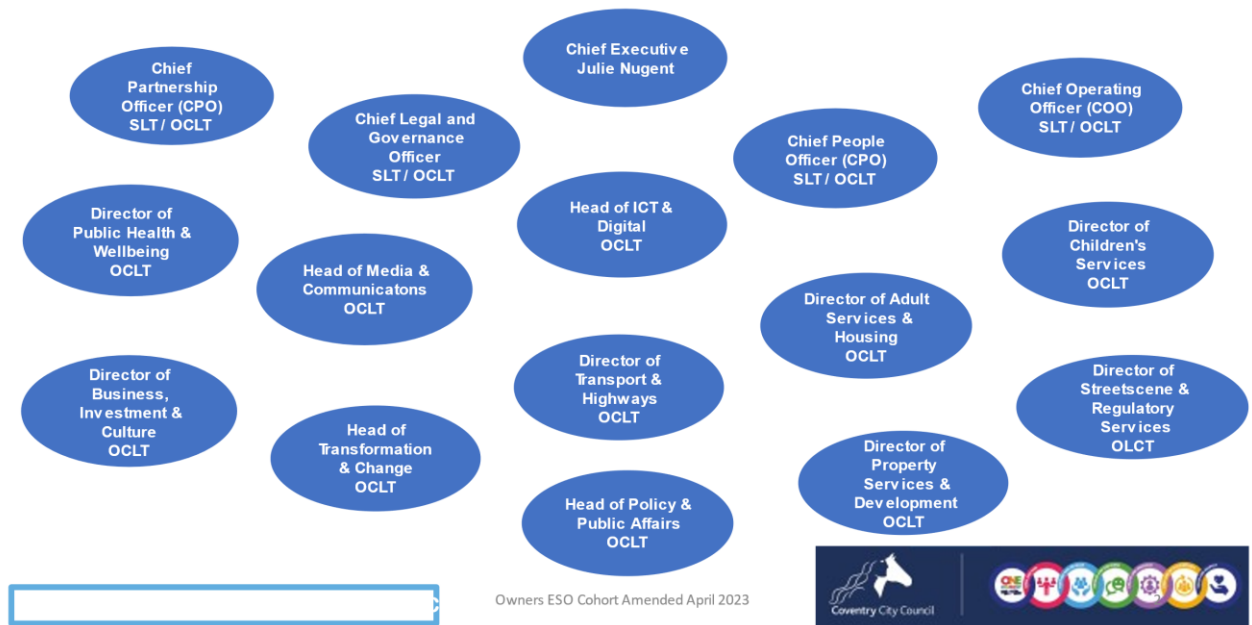
	Exit Payments	No of Employees with exit payments
2022/23 Total	£2,110,415.00	70
Redundancy	£1,006,291.00	
Strain Costs	£1,104,124.00	
2021/22 Total	£2,776,145.00	127
Redundancy	£1,077,583.00	
Strain Costs	£1,698,562.00	
2020/21 Total	£986,110.00	57
Redundancy	£316,861.00	
Strain Costs	£669,249.00	
2019/20 Total	£969,044.00	67
Redundancy	£296,029.00	
Strain Costs	£673,015.00	
2018/19 Total	£292,429.00	84
Redundancy	£122,333.00	
Strain Costs	£170,096.00	

Finally attached for information and completeness is the One Coventry Leadership Team structure chart and the final version of the People Plan 2023-25.

Susanna Newing
Chief People Officer
Susanna.newing@coventry.gov.uk (michael.landon@coventry.gov.uk for executive support)

Appendix 1 – One Coventry Leadership Team Structure Chart

One Coventry Leadership Team



Appendix 2



Introduction

This People Plan outlines the activities for next 3 years building on the foundations now in place, whilst playing a central role in supporting the One Coventry Plan and its priorities.

Our workforce is key to our success, so providing the right 'tools' for the job, being clear on purpose, being agile, giving and receiving feedback, working collaboratively, with support and appreciation is the benchmark we are setting ourselves. The five identified 'people' priorities reflect the feedback from consultation undertaken with stakeholders as well as the identified organisational needs from the One Coventry Plan.

The Council's One Coventry Plan sets out our vision and priorities for the city, based on our commitments to the people of Coventry and the things that residents have told us are most important. Responding to this means our People Plan is more focused on the needs and aspirations of our communities than ever before. Our employees are essential to the delivery of those Council priorities, with the People Plan's central theme being to support a motivated and engaged workforce. Critical to that is having a workforce that is diverse and inclusive, we have developed a separate Workforce Diversity and Inclusion Strategy to help us achieve that aim. We are early adopters of the Race Code and actively support both our employee networks and Trades Union colleagues through partnership working.

As the national and global economic climate remains very challenging, increasing the economic prosperity of the city and the region to ensure the continued financial sustainability of the Council is clearly reflected as a One Coventry priority. We want as part of our plan to develop our talented workforce through effective succession planning, timely and personalised learning opportunities to future proof the capabilities and skills needed going forward.

The overall aim of the plan is to....

- ✦ Continue to work towards being a more diverse and inclusive employer
- ✦ Support recruitment and retention challenges with a focus on Children's and Adult Services to address their specific needs
- ✦ Be more effective at workforce planning, and the delivery of people analytics
- ✦ To support evidence-based decision making
- ✦ Take our talent management from strength to strength
- ✦ Have strong employee engagement throughout the Council
- ✦ Continue to improve the mental and physical health of the workforce
- ✦ Support better engagement with health and safety, increasing incident reporting and risk assessment training
- ✦ Grow managers' confidence to become effective people managers
- ✦ Provide learning opportunities for the future including having a digitally-enabled workforce
- ✦ Continue to develop an open and fair culture
- ✦ Effective policies and procedures
- ✦ Reward and recognition

We have five strategic People priorities for the Council for 2023-25:

We believe these five broad themes encompass the One Coventry Plan, reflect the consultation undertaken with key stakeholders and feedback from the wider workforce.

- 1** Employee Wellbeing
- 2** Workforce Diversity & Inclusion
- 3** Employee Experience
- 4** Agile and Flexible Workforce
- 5** Digital HR

Who will enable the delivery of this plan?

People Plan 2023 - 25 | 3

Human Resources has four service areas, and several different teams sit within each of those areas as follows:

People and Business

We provide a key function to the organisation, which is to accurately pay employees on a timely basis, and administer the pension scheme.

The service also develops and introduces a wider reward offer which includes an employee assistance programme, a salary sacrifice scheme which gives access to goods and services like cars, computers, saving schemes, charity donations, travel cards etc. These are regularly reviewed for relevance as well as employee preference.

People and Business also manage all the HR systems, data and insight services, including managing the establishment and management of posts. HR operate a range of systems which support managers and employees to work effectively. Our aim is to maximise the benefits, increase use and knowledge, as well to seek to continually improve. Data is a key area of development with all our operational and business reports being recently revised with the next step being to widen local usage and the development of scorecards/KPIs.

People and Culture

Our aim is to ensure there is an organisational culture which is open, fair, inclusive, and engaging, and where employees are motivated, suitability skilled and focused on providing excellent services to our citizens.

A central theme of our work is to ensure that employee engagement is high on our list of people priorities providing employees with a voice so that they can make a difference. Recognising our employees' achievements through new and innovative recognition programmes such as Cheers from Peers and our Spire Awards creates an organisational culture and ethos which values its employees and recognises Talent, whether that be one our apprentices or one of our aspiring leaders.

As a team our key priorities for the next few years will focus on ensuring that we are able to embed the actions within our Workforce Diversity & Inclusion Strategy, improve the customer experience by ensuring that our recruitment & selection processes align themselves with the principles of inclusive recruitment and create opportunities for our Apprenticeships through effective workforce and succession planning.

Employee Relations

Using a HR Business Partnering Model, the Employee Relations Team focuses on both individual and collective relationships in the workplace.

We work across the Council to develop and embed a positive employee relations culture, through developing modernised policies, procedures, and toolkits.

We provide proactive advice, guidance, and support in all aspects of Employee Relations procedures such as disciplinary, grievance, organisational change, and conflict resolutions. We also support consultation processes working closely with trade union colleagues.

We are aiming for a positive climate of employee relations including enabling employees to speak up, creating high levels of employee involvement. The team's work over the next People Plan reflects this.

Occupational Health, Safety and Wellbeing

Creating and sustaining a safe and secure workplace is essential for a healthy and happy workforce.

To deliver this, the Occupational Health, Safety and Wellbeing Team provide a wide range of services as well as ensuring we meet our legal obligations.

The services include pre-employment clearance, health assessments, counselling support, debriefing, mediation, healthy lifestyle screening and advice, mental wellbeing clinics, training, accident and incident reporting and investigation, audit, inspection and monitoring as well as health and safety advice.

Quarterly formal consultations take place on matters of health, safety, and wellbeing

A monthly Health and Wellbeing Group has been established that develops and supports the wellbeing agenda.

Implementation Timeline

People Plan 2023 - 25 | 4



We will be sustaining our work to strive to:

- Maintain working in partnership with Trade Union colleagues
- Continually developing our learning opportunities to meet organisational need, maintaining our health and safety standards
- Sustaining and growing our apprenticeship offer
- Increasing employee engagement
- Direct and targeted support to Children's and Adult Services
- Maintaining and improving our statutory and mandatory training figures
- Continue to develop our annual wellbeing offer

What do we want for our colleagues?

We want colleagues to be productive, enjoy what they do, support their health and wellbeing, recognise the contribution they make, and feel valued.

It's important that the Council is a place colleagues want to come to work and would recommend to others because they have a great work experience.

We want to be that employer who is fair, inclusive, encourages development, progression and autonomy, all of which are in line with our organisational values.

Our commitments to and our expectations of our colleagues

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. To do this, we are committed to providing clarity, learning and development opportunities and regular feedback.



Our colleagues:

New starters will be clear on what their role is and how they contribute to Council objectives

Every colleague will be appraised annually, receive feedback on performance along with objectives every year

A healthy and safe workforce

A commitment to diversity and inclusion which underpins all that we do

Will live our behaviours and values

Our teams:

Mandatory training will be completed, and opportunities for development will be available

Manager induction on joining or being promoted to ensure effective people management

A range of opportunities for management and leadership development

Access to relevant guidance and support on policies and procedures

Promote health and wellbeing

Together we will:

Provide quality services for the residents of Coventry ✦ Have a 'One Coventry' ethos ✦ Be a 'good' employer

Be open and transparent ✦ Support each other to be healthy and well ✦ Actively work in partnership

Be engaged and inclusive ✦ Live and behave in line with our organisational values

Commitments - Employee Wellbeing

Our aim is to INTRODUCE	Outcome - what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Provide employees with access to a range of information and financial services to support financial wellbeing	<ul style="list-style-type: none"> Improved financial wellbeing Potential access to pay throughout the month Improve engagement, retention, and recruitment 	<ul style="list-style-type: none"> Payroll & Employee Benefits Teams 	<ul style="list-style-type: none"> Analytics showing employee take-up Workforce absence data Customer feedback 	July 2023
To introduce a maternity support toolkit and advice centre	<ul style="list-style-type: none"> Better and greater support to those taking maternity leave Retention 	<ul style="list-style-type: none"> Employee Relations Team Reward & Benefit Lead 	<ul style="list-style-type: none"> Increased retention Customer feedback 	May 2023
Introduce the Wellbeing Kiosk	<ul style="list-style-type: none"> Earlier signposting and access to health services Improved understanding of health drivers and strategies for better outcomes Improved attendance 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service 	<ul style="list-style-type: none"> Clinical evaluation Service evaluation Customer feedback 	July 2023
New incident reporting system	<ul style="list-style-type: none"> Improved reporting and investigation of accidents and incidents Accessibility and reporting improvements Improved D&I data in connection with accident and incidents at work 	<ul style="list-style-type: none"> HR Digital Team Occupational Health, Safety & Wellbeing Service 	<ul style="list-style-type: none"> Improvement in incident recording, including near misses. Reduction time spent on administering the current system 	March 2024
Enhanced Mental Health Support Programme <ul style="list-style-type: none"> The development of mental health support clinics Benefits of Buoyancy (BOB) Training Domestic violence workshops Engagement with health partners Addiction support 	<ul style="list-style-type: none"> Earlier signposting and access to services Improved understanding of self and others mental wellbeing Strategies for better outcomes Improved attendance 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service 	<ul style="list-style-type: none"> Service evaluation Customer feedback 	December 2024

Our aim is to GROW	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Sickness absence monitoring and review of processes	<ul style="list-style-type: none"> Improved attendance To utilise the data available to support the Enabling Attendance Policy and target areas of concern 	<ul style="list-style-type: none"> Digital HR Employee Relations Team 	<ul style="list-style-type: none"> Workforce absence data Improved attendance Customer feedback 	June 2023
Delivery of Wellbeing Activities Programme including but not limited to: <ul style="list-style-type: none"> Wellbeing Wednesday health screening clinics Wellbeing events in line with Public Health and NHS agenda. Supporting wellbeing weeks in 'hotspot' areas Mental Wellbeing Support Clinic 'U OK' - wellbeing conversations training 	<ul style="list-style-type: none"> Earlier signposting and access to health services Improved understanding of health drivers and strategies for better outcomes Improved attendance 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service 	<ul style="list-style-type: none"> Clinical evaluation Service evaluation Customer feedback 	Review July 2023

Our aim is to SUSTAIN	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Health and Safety Audit Inspection and Monitoring Programme	<ul style="list-style-type: none"> The Council and school compliance with health and safety legislation Increased knowledge Effective management of risk 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service All Managers/Headteachers 	<ul style="list-style-type: none"> Local reports and Health & Safety Action Plans Quarterly formal health and safety consultation meetings 	Annual timescale
Monitoring and updating health and safety policies and procedures to reflect changes in legislation	<ul style="list-style-type: none"> The Council and school compliance with health and safety legislation and best practice compliance 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service Joint Safety Forum Trade Union Colleagues 	<ul style="list-style-type: none"> Effective policies Quarterly formal health and safety consultation meetings 	Annual timetable
Wellbeing Champions and Mental Health Responders <ul style="list-style-type: none"> Increase the number of volunteers, provide training and support 	<ul style="list-style-type: none"> Improved understanding of self and others mental wellbeing Strategies for better outcomes Improved attendance Greater access to support services and increased knowledge 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service Employees Volunteers 	<ul style="list-style-type: none"> Service evaluation Customer feedback 	Over 12 months
Musculoskeletal (MSK) Programme <ul style="list-style-type: none"> Delivery of the MSK Fast Care and Podiatry clinics The MSK intervention service and ergonomic assessment 	<ul style="list-style-type: none"> Earlier interventions to prevent chronic MSK ill health Signposting and access to health services Improved understanding of self care and strategies for better outcomes Improved attendance 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service 	<ul style="list-style-type: none"> Workforce absence data Clinical evaluation Service evaluation Customer feedback 	Review June 2023
Achieve silver and gold Thrive Award status	<ul style="list-style-type: none"> Public demonstration at the level of wellbeing provided Continue to develop and sustain our wellbeing offer 	<ul style="list-style-type: none"> Occupational Health, Safety & Wellbeing Service Employee Relations Team HR Digital Team 	<ul style="list-style-type: none"> Secure Silver Secure Gold 	2024 2025

Commitments - Diversity and Inclusion (D&I)

People Plan 2023 - 25 | 9

Our aim is to GROW	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Continued delivery of the Workforce Diversity & Inclusion Strategy	<ul style="list-style-type: none"> Create and maintain a more open, diverse, and inclusive organisation where all employees are welcomed and respected 	<ul style="list-style-type: none"> D&I Team All Managers/Leaders Employees Trade Union Colleagues Employee Networks HR Digital Team 	<ul style="list-style-type: none"> Employee feedback Employee Network feedback and membership Enhanced Employee Engagement Attendance and contribution at D&I Events One Coventry Leadership Team (OCLT) D&I Objectives 	Conclude 2025
Adoption of the Race Equality Code (REC)	<ul style="list-style-type: none"> The Race Equality Code will provide us with a comprehensive framework to improve racial inequality across the organisation 	<ul style="list-style-type: none"> D&I Team Leaders and Managers Trade Union Colleagues Employee Networks 	<ul style="list-style-type: none"> We will see a noticeable improvement across the 4 key principles of the Code; Reporting, Action, Composition and Education 	Conclude 2024
To increase the number of corporate apprentice new starters	<ul style="list-style-type: none"> Meeting current and future skills gaps and helping to grow our own in areas that are hard to recruit to 	<ul style="list-style-type: none"> Apprenticeship Team Resourcing Team 	<ul style="list-style-type: none"> A minimum of 30 new corporate apprentice starts per calendar year 	Ongoing (reviewed yearly)
Embed 'Diversity & Inclusion' best practice across the Council to ensure consistency in the following areas of resourcing, attraction, selection, and onboarding	<ul style="list-style-type: none"> A recruitment and selection process that demonstrates our commitment to diversity and inclusion attracting the best talent from a range of diverse backgrounds 	<ul style="list-style-type: none"> People & Culture Team Communications Team All Managers/Employees Trade Union Colleagues Employee Networks HR Digital Team 	<ul style="list-style-type: none"> A year on year percentage increase in the number of applicants (both internal and external) with protected characteristics so that our employees are more representative of our local communities 	September 2023

People Plan 2023 - 25 | 10

Our aim is to GROW	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
To deliver an outstanding compliance service by ensuring that the Council's pre-employment checks and ongoing employment requirements are non-discriminatory and in line with current legislation	<ul style="list-style-type: none"> To ensure that the Council maintains compliance from onboarding and throughout the employee lifecycle 	<ul style="list-style-type: none"> Resourcing & Compliance Team Managers/Employees 	<ul style="list-style-type: none"> Manager and employee feedback Internal Audit Dip Sampling 	October 2023
Secure 'Gold' Employers Network for Diversity and Inclusion	<ul style="list-style-type: none"> Demonstration that diversity and inclusion in the council has reached the sustain level 	<ul style="list-style-type: none"> People & Culture Team Communications Team All Managers/Employees Trade Union Colleagues Employee Networks HR Digital Team 	<ul style="list-style-type: none"> TIDE assessment 	June 2025
Our aim is to SUSTAIN	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
To deliver Positive Action Talent Development programmes to employees identified as being under-represented across the organisation	<ul style="list-style-type: none"> Enhanced employer brand Improved retention Increased engagement Greater representation of these groups within management/leadership positions 	<ul style="list-style-type: none"> Employee Engagement & Talent Team D&I Team All Managers & Employees Trade Union Colleagues Employee Networks HR Digital Team 	<ul style="list-style-type: none"> D&I workforce data Feedback from employees and managers Appraisal submissions 	Ongoing / over 12 months
Gender Pay Gap Reporting	<ul style="list-style-type: none"> To ensure compliance with Gender Pay Gap reporting as part of our Equality Duty 	<ul style="list-style-type: none"> Management Information Team Payroll Team Employee Relations Lead 	<ul style="list-style-type: none"> Reduction of the gender pay gap issues 	Annually
To monitor casework and D&I reporting	<ul style="list-style-type: none"> To identify areas of concern on a continued basis to identify patterns, trends, or concerns 	<ul style="list-style-type: none"> Management Information Team Trade Union Colleagues Employee Relations Team 	<ul style="list-style-type: none"> Address any equality issues from any formal casework 	Ongoing/over 12 months

Commitments - Employee Experience

Our aim is to INTRODUCE	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
HR Internal Service Level Agreement will detail the types of service and the standard to be expected. It will also provide a signpost to the relevant team/people	<ul style="list-style-type: none"> Enable the right services to be contacted, be clear on what they do and what can be expected 	<ul style="list-style-type: none"> HR Service Commercialisation Working Group 	<ul style="list-style-type: none"> Monitoring that both Managers and HR teams are meeting the standards set out in the SLA. 	April 2023
Review existing external customers and opportunities for expansion. Review financial charging model used with external customers. Develop marketing strategy	<ul style="list-style-type: none"> Ensure external customer contracts are commercially viable Increased opportunities for generating income HR Services brand and identity is consistent and known 	<ul style="list-style-type: none"> SLA and Commercial Working Group Finance Team Commercialisation Manager 	<ul style="list-style-type: none"> Branding is recognised locally with customers and potential customers Full cost recovery tool-increased income 	April 2024
A new Employee Recognition scheme: <ul style="list-style-type: none"> Level 1- Everyday recognition (Cheers from Peers) Level 2- Above & beyond recognition (Spire Awards) Level 3- Best of the best recognition (Spire Awards) 	<ul style="list-style-type: none"> A fair and consistent approach to how we recognise our employees 	<ul style="list-style-type: none"> Employee Engagement & Talent Team Reward & Benefit Lead Managers/Employees One Coventry Leadership Team (OCLT) HR Digital Team 	<ul style="list-style-type: none"> Employee stories shared through our One Coventry Newsletter Team recognition events Nominations for Spire Awards Data Analysis Feedback from managers and employees 	From May 2023

Our aim is to GROW	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
To provide ongoing HR support to Children's Services to maintain our Ofsted 'Good' whilst we progress our rating 'Outstanding'	<ul style="list-style-type: none"> A children's workforce where employees feel supported and where retention is high 	<ul style="list-style-type: none"> Human Resource Business Partners(HRBPs) Resourcing Team People & Culture Team 	<ul style="list-style-type: none"> Improved outcomes from the annual Health Check and improved retention of Social Workers and other employees across Children's Services 	Ongoing
To establish and maintain a coaching culture within the organisation	<ul style="list-style-type: none"> More effective working relationships, leading to higher customer satisfaction Improved levels of engagement and retention Increased employee perceptions of trust and psychological safety 	<ul style="list-style-type: none"> Employee Engagement & Talent Team Employee Relations Team All Managers/Employees Trade Union Colleagues Employee Networks 	<ul style="list-style-type: none"> Increased take-up of our coaching offer, including: <ul style="list-style-type: none"> Coaching Culture online platform West Midlands Coaching and Mentoring Pool (WMCMP) L5 Coaching apprenticeship Appraisal submissions Engagement survey feedback 	Ongoing / over 12 months
To attract top talent through the targeted use of talent attraction strategies	<ul style="list-style-type: none"> Enhanced employer brand Improved access to high calibre talent A more diverse workforce, which accurately reflects the communities we serve. 	<ul style="list-style-type: none"> Employee Engagement & Talent Team Resourcing Team Employee Benefits Team Communications Team Leaders/Senior Managers 	<ul style="list-style-type: none"> Recruitment data for job roles Feedback from candidates and hiring managers Public perceptions of the organisation e.g. social media Engagement survey feedback 	Ongoing / over 12 months
Develop, promote, and embed a new digital learning and development offer for the Council, which is accessible to all employee's learning needs	<ul style="list-style-type: none"> To have a workforce that has the right skills to meet the digital needs and agility of the organisation. 	<ul style="list-style-type: none"> Corporate Learning & Development Team ICT Team 	<ul style="list-style-type: none"> Increase skills/knowledge Improved digital survey feedback 	April 2023
Improve and widen the Employee Benefit Offering	<ul style="list-style-type: none"> Wider selection of employee benefits available that improve retention, attraction and recruitment. Provide competitive deals for products and services in the schemes Promote greener options 	<ul style="list-style-type: none"> Legal & Procurement Services Suppliers of Employee Benefit Schemes Payroll & Employee Benefits Teams HR Digital Team 	<ul style="list-style-type: none"> Data showing take-up of schemes Employee feedback Increased take-up of schemes Supportive to Council's green agenda 	July 2023

Our aim is to GROW	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
To have a set of user-friendly policies and procedures that are accessible to all	<ul style="list-style-type: none"> Clear, transparent, employment processes, increase psychological contract 	<ul style="list-style-type: none"> Trade Union Colleagues Managers/Employees 	All policies and procedures	In line with the review timetable
To develop the Council's approach and understanding of a supportive workplace culture	<ul style="list-style-type: none"> A considered way of managing issues relating to performance and conduct. A culture of trust between employees, managers, and trade unions 	<ul style="list-style-type: none"> One Coventry Leadership Team (OCLT) People & Culture Team Employee Relations Team 	<ul style="list-style-type: none"> A reduction in disciplinary cases A reduction in suspensions and measured outcomes Managers using alternative methods not formal processes all of the time 	June 2023
Develop and introduce effective workforce planning	<ul style="list-style-type: none"> Forecast supply and demand, assess gaps in workforce Determine and target talent Create interventions to support the organisation with right people in the right place at the right time 	<ul style="list-style-type: none"> Workforce Planning & Apprenticeship Lead Employee Relations Lead Employee Engagement & Talent Lead 	<ul style="list-style-type: none"> A plan which reflects the on-going need Successful implementation Toolkit for managers 	March 2024
Continue to develop and grow partnership working with the NHS Coventry and Warwickshire Integrated Care Board (ICB) to improve services and outcomes for residents and employees in line with the One Coventry Plan and ICB People Strategy	<ul style="list-style-type: none"> Create interventions to support the organisation with right people in the right place at the right time 	<ul style="list-style-type: none"> Workforce Planning & Apprenticeship Lead Employee Relations Lead Employee Engagement & Talent Lead 	<ul style="list-style-type: none"> Delivery of joint project work 	March 2025

Our aim is to SUSTAIN	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Continue to embed the Council's Employee Engagement Plan which provides a mechanism for a strong employee voice, which celebrates and embeds our One Coventry Values	<ul style="list-style-type: none"> Embedding of the One Coventry Values, cultural change which will support the delivery of the One Coventry Plan 	<ul style="list-style-type: none"> Employee Engagement & Talent Team People & Culture Team 	Employee engagement survey feedback	Ongoing
To ensure organisational compliance in Statutory and Mandatory training across the Council	<ul style="list-style-type: none"> To have a workforce that has the right skills to meet legislative requirements and challenges of the organisation 	<ul style="list-style-type: none"> Corporate Learning & Development Team HR Digital Team 	Achieve 85% compliance	Annually
Create a culture of open and honest communication, to enable a strong employee voice to encourage and drive two-way communication	<ul style="list-style-type: none"> Enhanced communication tools such as the Staff App, monthly employee newsletter, new starter surveys, leaver surveys and employee engagement surveys 	<ul style="list-style-type: none"> Employee Engagement & Talent Team Communications Team Employee Networks Trade Union colleagues 	<ul style="list-style-type: none"> Improved employee survey feedback for leavers, new starters Positive employee engagement survey feedback 	January 2024

Commitments - Agile and Flexible Working

Our aim is to INTRODUCE	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Creation of job families which will group jobs with common features, with each job family containing a number of levels, each reflecting different job outputs, skills, knowledge, and experience	<ul style="list-style-type: none"> Provide greater clarity of career and the pay structure 	<ul style="list-style-type: none"> Trade Union Colleagues Managers/Employees 	<ul style="list-style-type: none"> All roles being identified and confirmed within a job family 	April 2024
Our aim is to SUSTAIN	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Agile and flexible working	<ul style="list-style-type: none"> To continue to build on being an agile and flexible workforce. Working in an agile way will become the "norm" 	<ul style="list-style-type: none"> Managers Communications Team Trade Union Colleagues 	Continued review of our policy / procedure and toolkit – feedback and benchmarking	Ongoing

Commitments - Digital HR

Our aim is to INTRODUCE	Outcome – what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Improve appraisal and talent management system	<ul style="list-style-type: none"> A better and integrated method to undertake appraisal and introduce talent management Ability to review the D&I aspects 	<ul style="list-style-type: none"> People & Culture Team HR Digital Team 	<ul style="list-style-type: none"> Improvements made to the system 	March 2025
To streamline the leavers process for employees and managers	<ul style="list-style-type: none"> Clear and efficient processes for employees and managers Greater consistency across the organisation Reduction in overpayments 	<ul style="list-style-type: none"> People and Culture Team Payroll Team Resourcing Team HR Business Partners (HRBPs) ICT and Digital Team HR Digital Team 	<ul style="list-style-type: none"> Improved leaver survey feedback Reduction in overpayments 	July 2023
For payroll to meet the quality standard ISO 9001 for its processes and procedures	<ul style="list-style-type: none"> Become more efficient, continuously improve and leading to increased customer satisfaction 	<ul style="list-style-type: none"> Payroll Team External Accreditation company 	<ul style="list-style-type: none"> Working to the standards 	March 2024

Our aim is to GROW	Outcome - what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
<p>Embed the new operational tool for all aspects of workforce reporting including diversity into the organisation</p> <p>Develop HR Data Warehouse to include workforce analytics for Senior Managers and Business Alerts for specific tasks</p>	<ul style="list-style-type: none"> Provide data to enable evidenced based decisions and informed actions. Support strategic decisions in relation to current and future workforce. Enable managers to be alerted to complete specific tasks in relation to their employees. 	<ul style="list-style-type: none"> HR Digital Team ICT HR Team Members Service Users / Representatives 	<ul style="list-style-type: none"> Feedback from users 	June 2023
To launch and embed the revised e-learning platform for employees and managers	<ul style="list-style-type: none"> Improved access and useability for all employees undertaking online training 	<ul style="list-style-type: none"> Corporate Learning & Development Team 	<ul style="list-style-type: none"> Training survey feedback 	July 2023
Improve and where possible digitalise other HR processes, including but not limited to the probation process	<ul style="list-style-type: none"> Easier streamlined processes that link policy, payroll, and manager responsibilities 	<ul style="list-style-type: none"> Trade Union Colleagues Transformation Team / ICT & Digital Team(s) HR Digital Team 	<ul style="list-style-type: none"> Implementing and embedding new ways of working Reduction of paper-based activities 	January 2024

Our aim is to SUSTAIN	Outcome - what will this achieve?	Who will help us to achieve this?	How will we measure our success?	Timescale
Digitisation of the payroll operation through use of technology to enable improved digital processes and procedures	<ul style="list-style-type: none"> Reduce the time taken to administer payroll operations for both user and payroll Streamline processes 	<ul style="list-style-type: none"> Zellis (IT supplier) HR Digital Team Payroll Team ICT & Digital Team(s) 	<ul style="list-style-type: none"> Increase in time efficiency Reduction in errors and manual processes 	March 2024

Key achievements from People Plan 2020-22

We managed to deliver the following, as well as activity supporting the COVID-19 response:

- ✦ Designed and launched our organisational values, co-produced with employees
- ✦ Improved health and wellbeing of employees, including Musculoskeletal (MSK) interventions, podiatry clinic, healthy lifestyle screening and mental health support
- ✦ New - Flexible and Agile Working Toolkit
- ✦ Induction for all New Starters, Managers as well as a Digital Induction
- ✦ Employee recognition in 'Cheers for Peers'
- ✦ Relaunched and engaged Employee Networks
- ✦ Develop payroll processes including single sign on
- ✦ Employee health and wellbeing surveys with over 25% employee response
- ✦ Revised management development offer
- ✦ Introduction of the staff app and employee newsletter
- ✦ New Absence Management Policy and related training
- ✦ Introduced the new recruitment system (Tribepad) including anonymised recruitment
- ✦ Launch of Workforce Diversity and Inclusion Strategy
- ✦ Talent development Initiatives including positive action programmes
- ✦ New data reporting tools and HR Data Warehouse
- ✦ Expansion of the employee benefit package
- ✦ Improved and increased health and wellbeing - Thrive bronze award
- ✦ Increased apprenticeship numbers



Our data

In 2022 we had:



663

new starters



783

leavers

Of those who were employed by the Council three years ago:

541

have been promoted or had an increase in their salary grade.



30.13% were male



69.87% were female

-2.46%

Gender pay gap

15.53% defined their ethnicity as being from a minority ethnic background and **5.91%** of people had declared their disability to us.

An increased turnover rate of **13.51%** compared to **8%** in 2020/21. During COVID-19 we had an increase in the number of employees who were on short term or fixed term contracts.

11.26 yrs

average length of service (as of 1 January 2023)



Key performance indicators

People Plan 2023 - 25 | 19

Metrics	Coventry pop. (2021 census)	Working age pop. (mid 2020 estimate)	% of working age population working for CCC
Population	343,200	224,600	2.11%

Metrics	CCC	English Authorities Rate
Sickness absence	13 days per FTE	8.8 days per FTE
Turnover rates	13.51%	13.40%
Vacancy rate	19.36%	8.00%

Metrics	Target	Actual	Met/Not met	Trend
Mandatory training completions	85%	81%	Not met	↑
Apprentices in substantive roles	2.3%	3.4%	Exceeded	↑
Completion of leadership training	85%	95%	Exceeded	↑
Appraisals completed	90%	96%	Exceeded	↑
Sickness absence reduction	under 10 days	13	Not met	↑
Reduce stress, anxiety and depression	by 5%	33%	Not met	↓

In 2022, what did our HR teams do?

People Plan 2023 - 25 | 20

People and Business

Approx

16,000

paid per annum by Payroll Services

Employee Relations

Casework

(disciplinary or grievance)

14

disciplinary cases in 2022

10

grievance cases in 2022

Occupational Health, Safety and Wellbeing



2,019

Occupational Health assessments completed

2,248

Occupational Health referral appointments



146

Wellbeing events held in 2022

Incidents and near misses reviewed, including LEA schools:

245

Accidents

602

Incidents

32

near misses

People and Culture

Recruitment



1,284

Jobs advertised

2,252

Jobs available



15,441

Completed applications in 2022

Apprenticeships



166

Apprentices started

282

Apprentices in post as at 31 December 2022

Inductions

366

completed a virtual corporate induction

245

completed a virtual digital induction

55

completed a Manager's Induction

Diversity and Inclusion Data

People Plan 2023 - 25 | 21

(Report run as at: 1 March 2023)



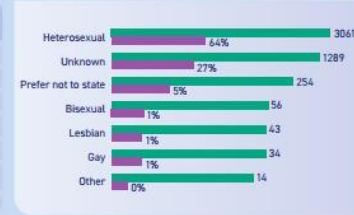
Ethnicity



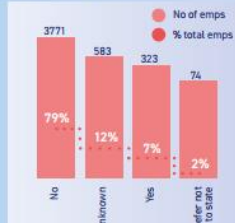
Age

Age Band	No of emps	% total emps
16-24	172	3.62%
25-34	774	16.29%
35-44	999	21.03%
45-54	1248	26.27%
55-64	1324	27.87%
65+	234	4.93%
Total	4751	100%

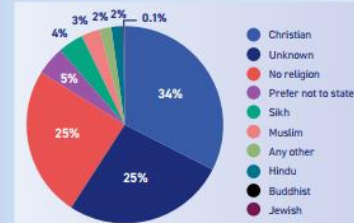
Sexual Orientation



Disability Status



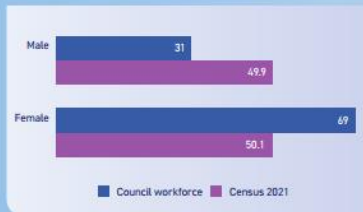
Religion/Belief



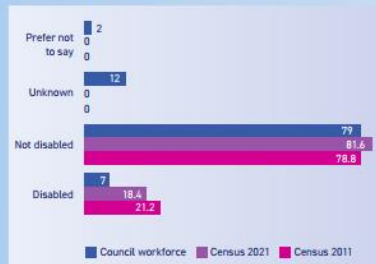
Diversity and Inclusion – Comparison with Census Data

People Plan 2023 - 25 | 22

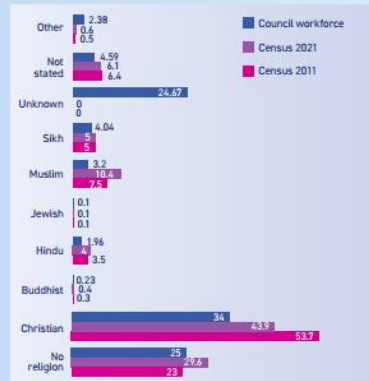
Gender



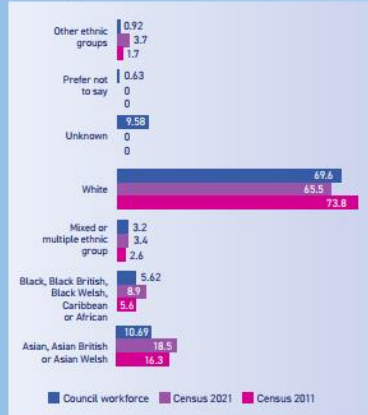
Disability Status



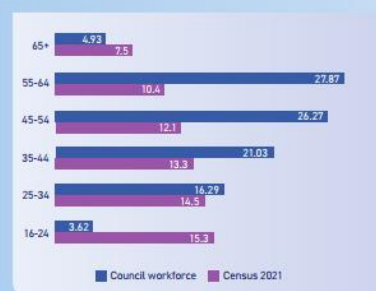
Religion



Ethnic groups



Age



Sexual Orientation

