

Service Plan 22/23

Service Area :	People & Communications
Service Area Manager:	Tracy Dolphin
Chief Executive:	Chris Elliott
Portfolio Holder(s):	Jody Tracey
PABS	Transformation

Sections:

Links to council vision & corporate business plan
Service Delivery and Major Workstreams
Performance
Risk Management

Linkages to Council Strategy

External	Direct	Indirect
Service (Green, Clean, Safe and carbon neutral by 2030)	To provide comprehensive, professional and customer-focused support services which meet the Council's corporate objectives through the provision of cost effective and high quality services How we impact on our environment through our people and communications. Enable the creation of a customer focussed Council, supporting joined up services and facilitating the creation of more efficient processes. Improve customer access to Council services, taking advantage of electronic channels of contact and delivery. Provide appropriate data security when handling or have responsibility for your data	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy
People (Health, Homes and Communities)	Support for communication of health and well-being initiatives together with engagement and communications Lead on communicating the Council's news to inform residents and visitors to the district about the services provided, using all available channels Support leaders of the organisation by collating and providing relevant data about the customers and the community	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy
Money (Infrastructure, Enterprise and Employment)	Employment initiatives e.g. Apprenticeships Providing support for communications and resources with where appropriate for corporate projects Ensure all new developments achieve Value for Money for the citizens of the district.	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)

Internal	Direct	Indirect
Service (Maintain or Improve services)	Provide professional high quality technical advice appropriate to the needs of Council Constant improvement in through digital provision. Monitoring of MI information to review data trends and highlight risks/issues Policies are updated to reflect ongoing legislation and the changes in the organisation Support the delivery of Fit for the Future, relevant policies and service priorities through the development and implementation of relevant strategies and the democratic process. Ensure the effective and efficient delivery of support services. Establish and exercise effective strategic and service governance and management Support transformational and incremental improvement interventions. Ensure that key programmes and corporate projects are run effectively and deliver benefits to staff and customers Lead on informing staff and stakeholders about the council's fit for the future themes and how service delivery reflects this Provide high quality and responsive support services to officers and members	The service will act as an enabler for others to deliver their aspects of FFF
People (Effective Staff)	All staff are engaged, empowered and supported Ensure our staff are fully informed about communications and marketing services we provide and the decisions taken by the council, so that they are better equipped to undertake their role and support decisions when interacting with the public Ensuring that the Council meets all health and safety and compliance requirements Help the organisation and people in it to develop, learn and improve. Right people with the right skills in the right jobs through effective workforce planning and training Promoting the services we offer through correct channels to enable awareness and accessibility to services Positive engagement to improve the culture of the organisation and embed the right behaviours	The service will act as an enabler for others to deliver their aspects of FFF
Money (Firm Financial Footing over long term)	Effective procurement in line with our CoPP Effective contract management Effective budget management	The service will act as an enabler for others to deliver their aspects of FFF

Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests	
			Estimated Expected Workload	Notes
	Human Resources (EDI, Health and Well being)	Develop and manage the People Strategy and associated action plan to meet the Council's priorities		Quarterly
		To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer		Annual
		To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs.		Quarterly
		To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
		To support services with Employee Relations issues and ongoing training to empower managers with the skills and knowledge to manage performance management/ conflict issues confidently		
		To support the internal Health Officers Group to ensure a robust Health and Well being plan		
		Review EDI priorities as part of Task & Finish Group recommendations		Quarterly
	Payroll	To liaise with Warwickshire County Council to co-ordinate payroll and HR transactional services		Monthly
		To ensure people management information – FTE, absence etc is up to date on a regular basis		Monthly
		To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		Monthly
		To provide 'Self Serve' to all staff and Councillors which includes Expenses, Overtime, and Mileage (Annual Leave and training for staff)		
	Learning & Development	To review key indicators, to determine corporate training needs		Quarterly
		To support Service Areas to complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan through the LMC system		6 monthly
		To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning		E-Learning/Hybrid/Face to Face
	Marketing & Communications	To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Communications Strategy. Ie. Right information in the right format at the right time; ensure the reputation of the Council is paramount		News/content coverage/Tweets per month/Facebook followers
		To support the Local Resilience Forum in delivering the County-wide Emergency Plan		
		Manage and deliver the council's emergency communications across all platforms		
		To provide communications and marketing support across the Council to help promote services across all platforms		

		To communicate and engage staff in corporate projects and initiatives to ensure they are positive ambassadors for the council		
		To provide a comprehensive graphic design service to all service areas		
		To support Staff Voice and ensure they are utilised as a communication tool in the Council		
	Website	To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers.		WDC residents, businesses and visitors
Service Management	Budgets	Monthly budget monitoring as part of Finance's corporate budgetary control		
		Delivering service within budget		
		Annual review of the Equipment Reserve		
		Undertake Finance year-end training		
	Procurement	Attendance of key officers at in-house/external ongoing training		
		Regular meetings with procurement officers		
		Procurement project meetings for major projects		
		Appropriate training for all officers undertaking procurement		
		Early involvement of the procurement team in relevant procurement exercises.		
		Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice.		
	Contract Management	Identify contracts due for renewal during the year		
		Training in relation to contract monitoring		
		Quarterly update of the contract register		
	Audits	Plan for Audit programme 2022/23		
		Implementation of outstanding audit recommendations		
	Risk Register	Regular review at departmental management meetings		
		Annual review		
		Peer Review at SMT, by Risk Manager and Insurance Officer		
		Implementation of mitigation and control		
		Team Operational Plan risks are reviewed monthly by the management team.		
		Review of Risk register quarterly as part of 1-1 with Line Manager if required		
		Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks.		
	Service Assurance	Actions arising out of Annual SA document		
		Monitoring of customer measures		
		Refresher training in procurement and finance procedures where appropriate		
		Update of Business Continuity Plan		
	Corporate Health and Safety	Ongoing reviews of risk assessment (Covid and standard)		

Service Delivery	Responding to and supporting business change throughout the Council.		
	Change in how services are delivered and impact on resource to manage the change		
Workforce Planning and Development	Establishment	16.28 FTE	
	Vacancies	0	
	Continuing development of post holders		
	Recruitment to vacant posts.		
	Review critical posts and activities to ensure continuity of service.		
	Review of HR service for customers in line with new Payroll Bureau		
	review or impact of the climate change action plan on workforce planning to HR and		
	Communications/Website/Design		
	Completion of the PDPS as part of the appraisal process to enable the creation of a KSA matrix.		

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

Workstream	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
The People Strategy (3 year) is being scoped and developed - Year 1 - BUILD Year 2 STRENGTHEN Year 3 CONSOLIDATE							
Smarter Working & the Working Environment							
Link to Digital Strategy (Customer Jouney)	TD	TBC	TBC	TBC	TBC		The People Strategy (3 year) is being scoped and developed
Ways of Working		TBC	TBC	TBC	TBC		
Office Accomodation		TBC	TBC	TBC	TBC		
Flexible working		TBC	TBC	TBC	TBC		
Car Lease Scheme		TBC	TBC	TBC	TBC		
Climate Change agenda		TBC	TBC	TBC	TBC		
Sustainability Officers Group		TBC	TBC	TBC	TBC		
I Trent Improvements and Development		KW	TBC	TBC	TBC	TBC	
People (Workforce) Planning, Organisational Development & Performance							
Terms & Conditions	EP	TBC	TBC	TBC	TBC		
Job Families		TBC	TBC	TBC	TBC		
Apprenticeships		TBC	TBC	TBC	TBC		
Career Grading		TBC	TBC	TBC	TBC		
National Living Wage		TBC	TBC	TBC	TBC		
HR Handbook (Intranet Review)/Policy updates		TBC	TBC	TBC	TBC		
LGA Pay Review		TBC	TBC	TBC	TBC		
Data and Monitoring - Trends and Analysis for service plans	SF	TBC	TBC	TBC	TBC		
Type of contracts	EP	TBC	TBC	TBC	TBC		
Procurement		TBC	TBC	TBC	TBC		
People Recruitment, Retention and Brand Identity							
How we recruit	SF	TBC	TBC	TBC	TBC		
Refresh the Brand/Identity		TBC	TBC	TBC	TBC		
Refresh the benefits		TBC	TBC	TBC	TBC		
Induction		TBC	TBC	TBC	TBC		
Onboarding		TBC	TBC	TBC	TBC		
Reward & Recognition		TBC	TBC	TBC	TBC		
Leavers analysis		TBC	TBC	TBC	TBC		
Systems		TBC	TBC	TBC	TBC		
Agency - Comensura and alternatives		TBC	TBC	TBC	TBC		
Apprentices		TBC	TBC	TBC	TBC		
People Equality Diversity & Inclusion							
Task & Finish Group recommendations	TD	TBC	TBC	TBC	TBC		
Equality Impact Assesements	EP	TBC	TBC	TBC	TBC		
Gender Pay Gap/Equality Pay Gap analysis		TBC	TBC	TBC	TBC		
Accessibility & Inclusivity of comms eg E&D	TD/EP	TBC	TBC	TBC	TBC		
People Development							
Right people right place right time' - Link to Corporate plans	KW	TBC	TBC	TBC	TBC		
Appraisals		TBC	TBC	TBC	TBC		
Personal Development Plans		TBC	TBC	TBC	TBC		
Skills audit		TBC	TBC	TBC	TBC		
The way we deliver		TBC	TBC	TBC	TBC		
Evaluation		TBC	TBC	TBC	TBC		
E-Learning		TBC	TBC	TBC	TBC		
People Communications & Engagement							
Marketing Strategy - review and update	NC	TBC	TBC	TBC	TBC		
WDC Brand and narrative		TBC	TBC	TBC	TBC		
WDC reputation - trust		TBC	TBC	TBC	TBC		
Refresh mission/vision		TBC	TBC	TBC	TBC		
Refresh values		TBC	TBC	TBC	TBC		
Support for councillors as spokespeople		TBC	TBC	TBC	TBC		
Website - link to digital strategy		TBC	TBC	TBC	TBC		
Support corporate groups eg. Staff Voice		TBC	TBC	TBC	TBC		
Unions		TBC	TBC	TBC	TBC		
Developing and using customer insight eg. Surveys		TBC	TBC	TBC	TBC		
Social Media strategy		TBC	TBC	TBC	TBC		
Monitoring/reviewing comms coverage - Refresh		TBC	TBC	TBC	TBC		
Monitoring value of comms eg. Print, design		TBC	TBC	TBC	TBC		
Develop/Co-ordinate internal communications platforms		TBC	TBC	TBC	TBC		
Develop and promote internal projects/initiatives		TBC	TBC	TBC	TBC		
Training (Cllrs)		TBC	TBC	TBC	TBC		
Union Consultation & engagement		TBC	TBC	TBC	TBC		
People Health & Well being							
Health Officers Group		TBC	TBC	TBC	TBC		
Health & Well-being Strateavg		TBC	TBC	TBC	TBC		

BUPA - Health & Well-being	TD/NC	TBC	TBC	TBC	TBC		
Occupational Health		TBC	TBC	TBC	TBC		
Health & Safety		TBC	TBC	TBC	TBC		

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress	Comments	Current Status	Lead Officer	Reporting Month
									April-21
PC1	Effective Staff	Yes	Staff Turnover percentage of FTE	5%	0%	0		Karen Weatherburn	As Heading
PC2	Effective Staff	Yes	Average Number of working days lost per	2	0	0		Karen Weatherburn	Q1 Apr - Jun
PC3	Maintain or Improve services	Yes	Number of likes on Social Media Platforms	200	0	0		Nicki Curwood	Q1 Apr - Jun
PC4	Maintain or Improve services	Yes	Website satisfaction levels	60%	0%	0		Nicki Curwood	As Heading
PC5	Maintain or Improve services	Yes	Web form completions	60%	0%	0		Nicki Curwood	As Heading
PC6	Maintain or Improve services	Yes	Web success in searches	60%	0%	0		Nicki Curwood	As Heading