



Information Governance Team

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Dear Sir/Madam

Freedom of Information Act 2000 (FOIA)

Request ID: FOI565871527

Thank you for your request for information relating to Children's Services employee demographics.

You have requested the following information:

1. Anonymised demographics of all staff currently employed in the following teams within children's services – special educational needs, inclusion, education improvement, virtual school and educational psychology (not exhaustive if LA has a different set up within its education teams) – please provide ages, gender and length of service of the employees

In response to Question 1, we refer you to the attached tables. Please note the figures provided are based on hierarchy for Education and Skills.

2. Retention rates for all staff with management / leadership responsibility in the above teams. How long have the post holders been in their posts and how many times has the post been recruited to in the last 5 years.

In response to Question 2, we refer you to the attached document for the length of service. With regards to the retention rates, we confirm we do not hold this information and are informing you as per Section 1(1) of the Act. We do not have a way of identifying this information for you.

However, to assist, based on the overall 'Senior Grade' category, we confirm there have been no leavers from that cohort of employees. Therefore, the current turnover is nil.

3. Any existing data or anonymised reports from exit reviews conducted with any staff

leaving the teams mentioned above. If it not possible to provide anonymised copies, please provide a list of the reasons of all employees from exit interviews for the last 2 years.

In response to Question 3, we confirm we do not hold this information and are informing you as per Section 1(1) of the Act. We do not record data on exit interviews on our system. However, to assist, we can provide a breakdown of the leave reasons for employees who left from Education and Skills for the period January 2022 to December 2023. See the attached document for details.

4. Information relating to professional development programmes offered to employees within children's services.

All newly qualified social workers complete a 4-week induction that features mandatory training and a variety of workshops to support with the transition from university into the workplace. In addition, they complete a 12-month programme and the first 6 months of the programme will be with the Academy, with plans to complete the latter 6 months in their host team. This features a 26-week offer of workshops and training in the morning and signs of safety group supervision in the afternoon. Later in the day, they are given the opportunity to complete their portfolio work.

For further details on the program, please refer to the below link:

<https://www.coventry.gov.uk/future-talent/social-work-academy-3>

5. Data / Results of any leadership questionnaires you have asked employees within children's services to complete within the last 2 years including workforce satisfaction surveys.

In response to Question 5, we confirm we do not hold this information and are informing you as per Section 1(1) of the Act. We do not record this information on our system.

6. Details and / copies of any current staff retention policies / initiatives

Please see the attached document titled Market Supplement Policy.

The supply of information in response to a FOI/EIR request does not confer an automatic right to re-use the information. You can use any information supplied for the purposes of private study and non-commercial research without requiring further permission. Similarly, information supplied can also be re-used for the purposes of news reporting. An exception to this is photographs. Please contact us if you wish to use the information for any other purpose.

For information, we publish a variety of information such as: [FOI/EIR Disclosure Log](#), [Publication Scheme](#), [Facts about Coventry](#) and [Open Data](#) that you may find of useful if you are looking for information in the future.

If you are unhappy with the handling of your request, you can ask us to review our response. Requests for reviews should be submitted within 40 days of the date of receipt of our response to your original request – email: infogov@coventry.gov.uk

If you are unhappy with the outcome of our review, you can write to the Information Commissioner, who can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF or email icocasework@ico.org.uk.

Please remember to quote the reference number above in your response.

Yours faithfully

Information Governance

FOI565871527

The data below is based on hierarchy Education & Skills:

Question 1

<u>Age Grouping</u>	%
16-24	4.08%
25-34	10.79%
35-44	27.82%
45-54	29.5%
55-64	25.66%
65+	2.16%
Total	100.%

<u>Legal Sex</u>	%
F	83.45%
M	16.55%
Total	100.%

Question 2

The length of service breakdown for Senior Manager grade is:

LoS Band	
Less than 2 years	0.00%
2 - 5 years	16.67%
5 - 10 years	50.00%
10 - 15 years	16.67%
15 - 20 years	0.00%
20 - 25 years	0.00%
25+ years	16.67%
Total	100.00%

Question 3

Leaver reason	No. of leavers
Appointment Ended	24
Career Change	2
Dismissed During Probation	1
Dismissed Health	2
Early Retirement	3
Emigration	1
End of Fixed Term Contract	17
Infirm/III Health Retirement	1
Other Employment	53
Other Reason	3
Personal Reasons	24
Redundancy	5
Resignation	42
Retirement	15
To Full Time Education	1
Tupe Transfer Out	1
Unknown	3
Grand Total	198

DOCUMENT REFERENCE NUMBER
POLICY TITLE

Policy/Guideline Title:	Market Supplement Policy		
Executive Summary:	<p>The market supplement policy is intended to support recruitment and retention of staff where the internal rate of pay directly results, or is likely to result, in an inability to recruit or retain staff to ensure the organisation can deliver the best service for the residents of Coventry. .</p> <p>To ensure that market supplements are applied on a justified basis and are subject to regular review</p>		
Supersedes:	Market Supplement Policy		
Description of Amendment(s):			
This policy will impact on:			
Financial Implications:			
Policy Area:	Employment, policy and practice	Approval Date:	
Version Number:		Review Date:	
Issued By:		Expiry Date:	
Author:		Impact Assessment Date:	
APPROVAL RECORD			
	Committees / Group	Date	
Consultation:	By email to all trade unions	January 2022	
Approved by Director:			
Ratified by:			
Received for Information:			

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1 INTRODUCTION

Coventry City Council is committed to the principles of equal pay for work of equal value within the Equality Act 2010. This policy derives from the need to consider market forces ('external' rates) and their relation to the Council's pay and grading structures ('internal' rates).

Market supplements are intended to support recruitment and retention of staff where the internal rate of pay directly results, or is likely to result, in an inability to recruit or retain staff. To ensure that market supplements can be justified, objective evidence must be sought to demonstrate that the internal rates of pay are not competitive compared with the external rates.

It is essential that the application of market derived payments is fair and consistent across all sections, so that the Council meets its obligations under equal pay legislation and maintains the overall integrity of its pay and grading structures.

Market supplements must not be used to restore the pay of those jobs that have reduced in pay as a result of a pay and grading review, unless justified by the criteria listed in this document.

This policy may appear restrictive, however the Council has a positive duty to deliver equal pay and paying outside of the pay and grading structure must be capable of standing up to a high level of scrutiny. This means keeping a well- documented audit trail and having decisions to award market supplements based on objective evidence, capable of use in Employment Tribunals. The number of equal pay cases presented to Employment Tribunals has increased significantly, and it is essential that the Council proactively meets its positive duties.

2 MARKET SUPPLEMENT DEFINITION

Market supplements are paid where higher rates of pay offered by other employers prevent the Council from being able to recruit or retain staff at pay levels within its pay and grading structures.

An approved business case for a market supplement will only apply to posts with the same job code, not those sharing a generic job title.

A market supplement is applied on a temporary basis for a period of 18 months. However they will be reviewed after 12 months have elapsed and consequently can be withdrawn should the review demonstrate that the current evidence does not justify a market supplement payment continuing.. The purpose of the review is to determine whether market data still justifies a market supplement and to ensure any adjustments in the labour market are reflected accordingly without a significant lag.

3 PRINCIPLES AND CONDITIONS OF MARKET SUPPLEMENTS

Market supplement payments must be justified at the time of introduction and not left to be defended retrospectively. It is critical that the evidence to support the decision to award a market supplement is robust. The Council will need to demonstrate that any additional payments resulting in differences in pay levels between jobs of equal value are justified in line with equal pay legislation.

For recruitment purposes, payments made under this scheme will only apply to posts which have been advertised at least twice without a successful appointment and have been approved by the HR Director.

In order to maintain the integrity of the pay and grading structures, where it is established that a market payment is justifiable as an addition to the job evaluated rate, the following principles must apply:

- Market supplement payments must never be consolidated into basic pay, but will be subject to normal deductions.
- Advertisements for jobs qualifying for market supplements must identify the market supplement separately to the basic pay range and clearly state that market supplements are subject to review.
- Market supplement payments are applied to the job and not the post or post-holder. As a job related payment, it does not relate to the capability, performance or commitment of an individual post-holder.
- Market supplement payments are not portable, on either transfer to a different post at the same grade that is not covered by the market supplement or promotion. Job re-evaluation will trigger a review of any existing market supplements.
- Market supplement payments apply equally to both new post-holders (as a recruitment payment) and existing post-holders (as a retention payment).
- Market supplement payments are paid as a fixed annual sum at the same frequency as basic pay and are identified as a distinct and separate element of pay from basic pay, including in all documentation and records (e.g. payslips).
- Paid at pro-rata for part-time staff
- Communication to post-holders relating to market supplements must clearly state the end date of the market supplement.
- Market pricing will be performed by Human Resources using market data from survey vendors or commissioning a market survey.
- The cost of market pricing will be met by the Directorate within which the job lies and a cost code must be supplied with the business case before the market data is requested from a provider.
- The market supplement is calculated as the difference between the median external rate and the midpoint internal rate (the average of the top and bottom spinal column points) afforded within the grade for the job. Illustrations of this can be found at Appendix A.
- In some instances there may be a business case to justify consideration of offering a market supplement based on the upper quartile pay rates in

exceptional circumstances. In this case the market supplement will be based on the difference between the upper quartile external rate and the midpoint internal rate (the average of the top and bottom spinal column points) afforded within the grade for the job. Where this is the case evidence should be demonstrated in writing with accompanying data to support the case

- A review of market supplements will take place in the event of a successful outcome to a job evaluation which results in an increase in grade.

4 DURATION OF MARKET SUPPLEMENTS

The duration of market supplements are set per job, not per post or post-holder. Therefore new post-holders into posts that already attract a market supplement are entitled to the remainder of the original length of the supplement.

- Market supplements are typically applied for 18 months from the requested effective date. When applying for a market supplement the business case must state the desired duration. Applications for more than 18 months will only be approved where market data indicates that the market rate has been consistently higher than the midpoint internal rate afforded within the grade. Market supplements longer than 18 months cannot be based on volatile or uncertain labour markets.
- For supplements longer than 18 months, two years' market data will be analysed.
- The maximum duration for a market supplement is 36 months (subject to supporting market data).
- Regardless of duration, market supplements are pensionable and subject to normal deductions.
- Protection relating to pension entitlement is applied to market supplements in the same way as is applicable to basic pay. However, pay protection does not apply to market supplements.
- Regardless of length, market supplements are not subject to 'Cost of Living' increases. It is for the requesting manager to balance the need for longer term total pay stability with more frequent checks on external competitiveness.
- Market supplements are not affected by incremental pay progression.

5 PROCEDURE REQUESTING MARKET SUPPLEMENTS

Before market supplements can be applied, analysis of the labour market (market pricing and/or market testing) must be conducted by Human Resources. This process is started by a manager submitting a business case by completing an application form either for market pricing or for market testing and putting in writing the details and reasons why a market supplement is required. This request should then be submitted to the HR Business Partner for initial consideration.

Post-holders cannot apply for market supplements for their own post. This is because market supplements are used as a last resort where there are recruitment and retention issues preventing the delivery of service. The external market may pay more in some circumstances, but if a manager is not struggling to effectively deliver services because of it there is no need for a market supplement (even though one may be justifiable if necessary).

Each application must be for a specific Chief Officer's Job Evaluation Code and the results will be applicable for **all** posts that are attached to that Code.

Once a business case has been received and the analysis completed which will establish the maximum justifiable market supplement (not the actual market supplement), the results will be provided to the HR Business Partner for discussion with the signatory manager to agree the market supplement to be offered, the time period and the funding source. The decision must be confirmed by the Director of HR (or delegated representative).

The "maximum justifiable" market supplement and not the actual market supplement is established because the external market may have significant inequalities embedded in it and the use of a market supplement may bring those inequalities into the Council. Whilst market data may suggest that the Council is below by X pounds, it may still be able to compete by offering less than the maximum justifiable where other benefits provided make the total reward package comparable, i.e. employer pension contribution, annual leave, flexible working, etc.

The market pricing process, if all details are available, should be expected to take approximately six to eight weeks. Market testing will likely take longer, as it potentially involves a number of additional steps.

6 GUIDANCE FOR TYPES OF BUSINESS CASE

There are two types of market data that can be requested; market pricing and market testing. Market testing is for use when the acquisition of market data is not possible.

MARKET PRICING:

Where difficulties are experienced in recruiting or retaining post-holders in a job, market data procured from a survey vendor may support proactive supplements to address the difficulties.

- It is important that the job match is like-for-like and to avoid placing too much emphasis on just job titles (as these could potentially be misleading). Comparator jobs must have similar duties, competence requirements, person specification, management span and budgetary responsibilities.
- Modifiers¹ may be used where like-for-like job matches are not available. Modifiers may also be used to adjust for benefits, such as leave entitlement or pension schemes, where data is not derived from the public sector. Where necessary, market data will be aged² to a common date, using the ageing rates provided by the survey vendor.

MARKET TESTING:

The marketplace for public sector market data is not as well developed as other sectors. In some cases it may not be possible to get robust market data from any survey vendor for a particular job. However, the Council must still be able to provide objective evidence for awarding market supplements. Market testing fulfils this need by providing an audit trail that recruitment at the substantive grade has been tried and it genuinely failed.

Subsequent attempts at recruitment can then include market supplements, increasing in amount until an attempt is successful. Market testing will likely be more time consuming, expensive (potentially because agency staff or consultants are temporarily used instead) and painful for the Council as it may result in valued post-holders leaving because a market supplement could not be proactively justified. However, the Council must have a genuine material factor to justify not having equal pay for work of equal value.

- In the event that market *pricing* is not possible, potentially because market data is not available for the job or robust matches cannot be made, market *testing* provides a framework for establishing the market supplement required.
- Market testing involves advertising at the substantive grade and proving that the applicants (if any) do not meet the requirements for the job. This exercise may need to be repeated if the original advert content could be improved or the timing of the advert could explain a low number of applications.
- Failure to recruit at the substantive grade does not provide evidence of the

¹ Modifiers are adjustment percentages applied to raw market data before it is used for comparison. The use of modifiers should be limited wherever possible because of their subjectivity. Modifiers used will be clearly identified when reporting the results of market pricing.

² Ageing is the process of adjusting surveys to a common date so that multiple vendors' data can be compared on a like-for-like basis, e.g. 1st April each year.

supplement that would be required to successfully recruit. In these cases, the maximum supplement offered will increase iteratively at each failed attempt to recruit. The iterative increase in the supplement offered is grade specific.

Iterative Supplement to Establish the Market (NJC)					
Grade	G1	G2	G3	G4	G5
Midpoint	£18,020	£18,566	£19,513	£21,389	£24,962
Supplement (5%)	£901	£928	£976	£1,069	£1,248
Grade	G6	G7	G8	G9	G10
Midpoint	£29,976	£35,562	£41,377	£47,089	£50,318
Supplement (5%)	£1,499	£1,778	£2,069	£2,354	£2,516

Iterative Supplement to Establish the Market (JNC)				
Grade	SM3	SM2	SM1	AD2
Midpoint	£52,393	£62,328	£74,555	£88,465
Supplement (5%)	£2,620	£3,116	£3,728	£4,423
Grade	AD1	D2	D1	
Midpoint	£104,836	£115,612	£129,651	
Supplement (5%)	£5,242	£5,781	£6,483	

- However, external job offers alone are unlikely to adequately justify a market supplement in normal circumstances. They would need support from indicative market surveys (surveys that do not provide actual medians, but typically provide the minimum and maximum median or range).
- The information on the application/business case for market testing can be used to develop a business case to ensure all appropriate evidence is considered, provide an audit trail and to assess whether a market supplement payment is supported by market pricing and/or market testing.



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EXTENSION OF MARKET SUPPLEMENTS

In order to ensure continuity of a market supplement (subject to supporting market data), repeat requests must be submitted at least six months prior to the end date of the current market supplement.

Example A - NJC

Job A: 510 pts – G6

29	£32,910	
28	£32,234	
27	£31,346	
26	£30,451	Midpoint
25	£29,577	£29,976
24	£28,672	
23	£27,741	
22	£27,041	

Market: £34,226

An internal job, Job A has been "market priced" and the market median is £34,226.

The market median of £34,226 is compared to the midpoint of the grade for Job A. The midpoint of the grade is $(£27,041 + £32,910) / 2 = £29,976$.

£34,226 minus £29,976 suggests a maximum market supplement of £4,250.

Example A Impact on post-holders

Job holder	SCP	FTE%	Basic	Max Supp	Total
A001	24	100%	£28,672	£4,250	£32,922
A002	26	50%	£15,226	£2,125	£17,351
A003	28	100%	£32,234	£4,250	£36,484
A004	29	100%	£32,910	£4,250	£37,160

Example B - NJC

Job B: 575 pts – G8

41	£44,863	
40	£43,857	
39	£42,821	
38	£41,881	Midpoint
37	£40,876	£41,377
36	£39,880	
35	£38,890	
34	£37,890	

Market: £45,199

An internal job, Job B has been "market priced" and the market median is £45,199.

The market median of £45,199 is compared to the midpoint of the grade for Job A. The midpoint of the grade is $(£37,890 + £44,863) / 2 = £41,377$.

£45,199 minus £41,377 suggests a maximum market supplement of £3,822.

Example B Impact on post-holders:

Job holder	SCP	FTE%	Basic	Max Supp	Total
B001	36	100%	£39,880	£3,822	£43,702
B002	38	50%	£20,940	£1,911	£22,851
B003	40	100%	£43,857	£3,822	£47,679
B004	41	100%	£44,863	£3,822	£48,685

Example C – JNC Role

Job C: Grade SM2

Maximum	£65,445	
		Midpoint £62,328
Minimum	£59,210	

Market: £66,475

An internal job, Job C has been "market priced" and the market median is £67,475.

The market median of £67,475 is compared to the midpoint of the grade for Job C. The midpoint of the grade is $(£59,210 + £65,445) / 2 = £62,328$.

£66,475 minus £62,328 suggests a maximum market supplement of £4,147.

Example C Impact on post-holders:

Job holder	SCP	FTE%	Basic	Max Supp	Total
C001	51	100%	£59,210	£4,147	£63,357
C002	52	50%	£31,162	£2,073	£33,235
C003	53	100%	£65,445	£4,147	£69,592