

	
Executive	6 th July 2010
Report of the Director of Customer & Business Support Services	

THE CORPORATE WORKFORCE PLAN 2010-2012

Summary

1. This report introduces the first corporate Workforce Plan for City of York Council. It sets out how we will take our workforce through the challenging times ahead and sets out priority actions including developing staff to deliver timely, efficient and excellent services configured around the needs and choices in customers' lives. The delivery of the Workforce Plan is within existing budgets.

Background

2. Workforce planning is about ensuring the council has the right people, with the right skills, in the right places, at the right time to deliver the right services to our customers. City of York Council has a track record of service planning but this is the first corporate Workforce Plan, identifying future challenges and planning for the organisation's workforce to be ready for them.
3. At this time of huge organisational, budgetary, political and societal change, both at local and national level, there has never been a greater need for the council to give careful consideration to the implications for its workforce.

Delivering Corporate Priorities

4. The Workforce Plan is key to the successful delivery of the Corporate Strategy, particularly the 'Effective Organisation' theme, and to equipping the workforce to effectively face the challenges of unprecedented budgetary pressures, and the drive for improved efficiency and transformation of customer services.
5. This requires a range of actions to deliver excellent customer service with implications for ways of working, our employment practices, how we recruit, develop and retain staff and how we work with partners. None of these are 'quick fixes' but the Workforce Plan takes an important step in focusing on how we will support and develop the workforce to help build an effective organisation.

The Workforce Plan objectives – what difference will the Workforce Plan make?

6. The Workforce Plan identifies the anticipated changes required by the workforce of 'tomorrow'. As a result of this analysis, five strategic workforce objectives have been identified as the focus of the first Workforce Plan 2010-2012: (not in any particular order)
 - Objective One: Transformation and culture change
 - Objective Two: Efficiency
 - Objective Three: Customers
 - Objective Four: Diversity
 - Objective Five: Partnerships
7. The effective delivery of the Workforce Plan will make a significant contribution to the way customers, staff and partners experience the council. In particular,
 - ✓ The council will be externally recognised as ambitious, inclusive, focussed and collaborative
 - ✓ The council will be customer-focused
 - ✓ Staffing costs will be well controlled
 - ✓ We will employ more disabled people, more BME people and more young people and they will describe a culture of inclusivity and fairness
 - ✓ We will work closely with our partners to respond to changing patterns of service delivery
 - ✓ Staff will be engaged in the process of change
 - ✓ Managers and elected members will be skilled in leading change and transformation
 - ✓ All staff will have an effective annual PDR linked to their service plan and with clear customer, efficiency and diversity objectives
 - ✓ Staff will consider the council to be a great place to work, have high job satisfaction, opportunities for flexible working and describe a culture of inclusivity and collaboration

Key priorities in the Action Plan

8. The Action Plan contains over 80 detailed actions to support the 5 strategic objectives. Work on many of the actions has begun, and is planned to come to fruition over the next two years. We have already identified priority actions for the first six months of the plan, which will give us some quick wins and significantly impact on delivering the strategic objectives. These are:

Customers: Work has already started on the consolidation of all face to face reception points prior to moving into the new building and on

establishing a new organisational structure for customer services. Work is underway to deliver an improved Members Service prior to the development of an automated portal.

Following the development of customer service standards and behaviours, work is underway on the implementation approach and on developing customer service staff skills in engaging and consulting with customers, stakeholders and partners.

Diversity: Increasing the number of under 25's employed in the council, getting 16 –18 year olds into apprenticeships and upskilling the young people who work for us is a local, regional and national priority. We have the active involvement of the Organisational Effectiveness Scrutiny Committee, who are scrutinising this area of performance. A key action is to ensure proactive vacancy management, to automatically create apprenticeship opportunities when vacancies arise.

There are about 250 under-25 years olds currently working for the council and we will ensure this young workforce have all appropriate opportunities to develop.

Transformation and culture change: HR has developed a cost-effective management development framework, which equips all managers with the skills, knowledge and attitudes to lead change and transformation. One strand is the imminent launch of the Effective Manager Programme (the EMP). This ambitious comprehensive programme delivers on all aspects of management, including culture, and values and contributes to all of the strategic objectives in the Workforce Plan. However, a key feature of the EMP is the cost-effective use of in-house expertise – staff subject 'owners' have developed their training skills and will share their knowledge to train others across the council.

200 senior managers have had the opportunity to identify their readiness to lead change, using 360 degree feedback based on CYC values, and followed through with a leadership development workshop.

Consultation

9. Wide consultation has been undertaken in the drafting of this Workforce Plan and the views of the following have been taken into account:

- The Social Inclusion Working Group
- HR Advisers and HR Business Partners
- Business Service Managers Group
- Head of Performance & Business Assurance
- Head of Strategic Partnerships
- Equality & Inclusion Manager
- Head of York Customer Centre

- Corporate JCC
- Corporate Leadership Group

10. Consultation showed unanimous support for the production of the corporate Workforce Plan. Feedback highlighted the need to keep sight of the delivery of services to customers as the key driver, and the need for robust performance monitoring measures to ensure delivery of the action plan.

Monitoring the outcomes of the Action Plan

11. The Action Plan covers the period 2010-12 in line with the Corporate Strategy. Implementation leads have been identified for each action along with initial timescales. Monitoring will be in the same format as the Corporate Strategy key actions monitor. After an initial monitor in September 2010 to assess progress on priority actions, a 6 monthly monitoring pattern will be followed.

Implications

12.(a) **Financial** – none outside of existing budgets

(b) **Human Resources (HR)** – there are numerous HR implications as indicated in the strategic objectives and action plan

(c) **Equalities** - there are numerous equality implications as indicated in the strategic objective on diversity and in the action plan

(d) **Legal** - there are no legal implications

(e) **Crime and Disorder** – there are no crime and disorder implications

(f) **Information Technology (IT)** – there are no IT implications

(g) **Property** – there are no property implications

Risk Management

13. Failing to produce a corporate Workforce Plan and to monitor the achievement of its action plan will result in

- risk of failing to respond to changing customer service needs
- risk of failing to prepare the workforce to deliver the transformation and efficiency programme
- risk of being unable to achieve the 'Effective Organisation' objective in the Corporate Strategy
- risk of failing to meet diversity legislation

Recommendations

14. The Executive is asked to
- endorse the first corporate Workforce Plan and its supporting Action Plan
 - indicate specific actions as key priorities.

Contact Details

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Annexes

- Annex 1 - The Workforce Plan 2010-2012
Annex 2 - The Action Plan 2010-2012