



Workforce Development Plan 2023/2024 Annex 1

Progress Against Corporate Actions: August to November 2023

Leadership & Management - Continue good practice and prioritise good leadership and management behaviours and promote a positive culture			
WFD Theme	Actions	Timescale / Status	Progress / Update
Equip managers with the right skills, practical advice and train and develop them, allowing them to create environments which enable them to be effective in their roles.	Leading Together Sessions	Ongoing	Planned agenda's <ul style="list-style-type: none"> • Support to significant change and budget / financial planning – 11th December • Equalities, Diversity & Inclusion – 15th January
	Development of e-learning manager training and support videos (foundation level)	End February In progress	Currently assessing e-learning content to launch for new and newly promoted resource on managing and developing people effectively.
	CYC Peer Review	End March In progress	Peer review planning and preparation currently underway. Review planned for February; recommendations expected end of March.
	Embed culture of engagement, feedback and suggestions by holding staff Q&A every 6 weeks	Every 6 weeks	Next Staff Q&A 20 th November agenda to cover budget savings and core commitments.
	Staff engagement surveys.	December 2023 to March 2024	Next staff survey planned for January, working with regional group to look at a set of standard survey questions to enable benchmarking of engagement results. Proposals options for CMT early Dec
Equip managers with the skills to be digitally agile and	Working as one programme key actions focus on: <ul style="list-style-type: none"> • Customer Centre Redesign 	End April	Skills – Digital course offered to HC and libraries staff level's 1 & 2, ran in October



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<p>work effectively, ensuring they connect with their teams, when working in a remote environment.</p>	<ul style="list-style-type: none"> • Hazel Court – Introduce new ways of working and office redesign • Replacement of Wyse terminals with docking stations HC, in line with ICT strategy. 		<p>W@1 ICT – Replacement programme of old terminals and deployment of docking stations planned across WO & HC.</p> <p>West offices new signage has been installed across the whole of the ground floor, this includes the addition of the new Partner board in the staff entrance Hazel Court - Service locations now agreed with Place DMT and Heads of Service. Floor plan designs prepared, and costs being finalised.</p>
<p>HR policies and guidance are clear, consistent and fit for purpose.</p>	<p>Conduct review of vacancy and employee spend management.</p>	<p>Nov 23 Complete</p>	<p>New arrangements now in place for all vacancies and employee spending including Recruitment, Agency worker spend, extensions to fixed term contracts/secondments/acting up, regrading applications – HR Advisory circular issued Oct 23.</p>
	<p>Travel and Subsistence Policy and Guidance - Review</p>	<p>Nov 23 Complete</p>	<p>CCNC signed off October 23, to be published in November 23. Clarified claims process and timelines, and investigation of incorrect claims.</p>
	<p>New Allowance policy and guidance - NEW</p>	<p>Nov 23 Complete</p>	<p>CCNC signed off October 23, to be published in November 23. Included information on TOIL, additional hours, bank holidays, tool allowances, market supplements and retention payment.</p>
	<p>Review of Annual Leave guidance</p>	<p>Dec 23 Complete</p>	<p>Drafted amendments made to guidance and calculators, due to be launched Dec 23.</p>
	<p>Confirm Christmas and New Year 23/24 holiday arrangements</p>	<p>Oct 23 Complete</p>	<p>HRA circular confirming pay and time off arrangements issued</p>
	<p>Review sickness, maternity & family friendly policy in relation to</p>	<p>Mar 23 To commence</p>	



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	annual leave accrual and carry forward criteria		
	Review Employee corporate induction in person welcome event	Sept 23 Complete	Corporate Welcome event redesigned now includes informative videos, greater networking opportunities.
	Create New Employee Induction guide		Introduction of new employee induction web-based guide provides as one stop shop for all information, to settle new starters into the council.
Both launched September 23.			

Continue to prioritise recruitment, retention, career development, pay, reward and recognition strategies to have a resilience and robust workforce to meet the needs of services and or community

Theme	Action	Timescale	Progress / Update
The shape and size of the organisation is fit for purpose, sustainable for projected needs and flexible enough to be responsive to change.	Transformation journey – agree scope of work, programme framework and allocate resource.	October 2023 onwards	Initial work started
	Customer journey focus scope – review structures and process	March 2024	
	CLG restructure	Commenced	Started – SMUC January followed by consultation
	Review of Council structures with the use of DMA principles	To start in November onwards	Part of BAU and CLG restructures. HR Staff to be trained on DMA principles following the work of the LGA
	Cost Control – vacancy mgt, procurement challenge board created, review of performance, OT, agency etc	Started and to continue reinforcement and monitoring	



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Robust Redeployment and Redundancy selection process with appropriate support for all managers and employees	Business cases potential redundancies, retirement business cases	November onwards	Not a programme of voluntary redundancies but carefully planned programme of posts to consider over the next 12 months and beyond as part of reviewing services, merging functions and finding opportunities to reduce the size of the organisation to meet financial challenges but maintaining services.
	Review secondment policy and guidance	31st Dec	To be started
Recruitment and Selection improvements	Review of iTrent (payroll system) recruitment module	Jan 24 In progress	HR part of regional recruitment and retention task group, discussing key issues effecting local authorities in the region and potential solutions.
	Review electronic application forms.	Jan 24 In progress	Work started
	Equalities guidance to support the recruitment and selection process.	Jan 24 In progress	Draft guidance currently being prepared
	Review of Recruitment and selection policy & guidance	April 24 Not started	
	Branding and selling CYC as an employer of choice, as part of the recruitment and onboarding.	Ongoing	Review commenced – work on target
Apprenticeships / Work experience and placements	Promoting apprenticeship offer for employees and guidance for managers.	Ongoing	
	Develop apprenticeship guidance for managers.	Feb 23	Just started.



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	Work experience – developing programme with schools for implementation Q2 24	May / June 24	
Management and reduction of agency spend and number of agency staff	Roll out and embed new City of York Trading contract. To include training and guidance for managers	Oct 23 Complete	5-year contract signed in September 23. Vacancy and employee spend HR Advisory bulletin issued in Oct.
Offering an affordable and equitable all-round package of compensation, terms and conditions, which are kept under regular review in line with current legislation, national terms and MTFP.	Ensure Mid-day Supervisors (MSA) and school crossing patrol (SCP) annual leave pay is comparable to LGA Term Time Only (TTO) calculations.	Complete Nov 23	
	April 23 Annual pay award implemented	Nov 23 Complete	National Annual pay award announced October 23, to be implemented November pay.
	Review 12 Grade pay structure and pay rates to assess the impact of the new Living Wage rate on the lower scales and meaningful increments throughout the grades.	April 24	Foundation Living Wage announced October £12ph, CYC to implement from 1 st April 24. Review of increments throughout the grades to commence
	Review of market supplements criteria and market premiums	Date TBC	
HR and Payroll System contract renewal and System Development	HR and Payroll contract with MHR (Payroll Provider) expires October 24, review to consider alternative suppliers, or move to MHR hosted model and system functionality to meet CYC needs.	October 24 In progress	Options paper to go to ICT board 7 th December



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Resilience & Wellbeing- Continue to embed good practice in respect of wellbeing and engagement to promote and maintain a safe, healthy and resilient workforce			
Corporate Actions			
Theme	Actions	Timescale	Update / Progress
Continue to support managers to manage absence and Health.	Embedded new Occupational Health, Day one (attendance mgt), EAP and the Physiotherapy service and reduce DNA rates.	July 2023 Complete	
	Implement new annual Health Surveillance programme - streamline administration process. Ensure complete set of OH and HS records in place in line with records retention policy.	April 24 In progress	HS programme currently under development with Midland aim to commence Jan / Feb 24. Arrangements to transfer HS & OH records from HML currently underway.
Ensuring a positive Health & Safety culture	Conduct a review of premises risk assessments and manager training following audit. Review of fire regulations and impact on Council buildings and review of strategy commenced Communications campaign to be launched in Dec 2023; Work Safely, Go home Safely	April 24 In progress Ongoing Starts in Dec 2023	Premises risk assessment workshop complete with further themes to follow Managers Risk assessment master classes started to conclude early 24. CCNC signed off updated HAVS compliance Oct 23 First campaign manual handling
To put in place initiatives to help support staff	Regularly signpost staff to health and wellbeing initiatives and support to available to them.	Ongoing / Complete	Staff awareness session to take place in Dec alongside launch of new EAP Wisdom App. Signposting staff to domestic abuse support as part of Nov 27th White ribbon day in Nov Health & Wellbeing newsletter



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			Financial wellbeing support session held in November for staff at Hazel Court
Equality, Diversity and Inclusion: Council to address inequalities in the workplace and create a more inclusive work environment.			
Take steps to actively increase diversity in the workforce and address any inequalities, including reviewing promotion, training and retention issues.	Action EFLG Assessment and Diversity Consultant outcomes.		Promotion black history month sign post to EAP webinars on talking about BARMC.
	Review of Stonewall membership	March 24	Plan to report in March ahead of May renewal
	Support and development of EDI staff networks	Ongoing	Draft Network terms of reference prepared. Staff networks continue to progress a solo parent network was formed in Sept. Development of climate network group started.
	Encourage employees to declare their equalities profile / protected characteristics to inform change.	Ongoing	Comms to promote and sell benefits of declaration planned for Nov.
	Further develop programme of Human Rights and Equalities training / awareness for all staff.	April 24	To be started
	Introduce ethnic pay gap reporting.	March 2024	To be published alongside gender pay gap report but emphasis needs to be made that we can only use the data that we have available but this is a good start.

Glossary

BARMC –Black, Asian and Racially Minoritised Communities

BAU – Business as usual

CMT – Corporate Management Team



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CCNC – Corporate Consultative Negotiation Committee
COO – Chief Operating Officer
DCNC – Departmental Consultative Negotiating Committee
DoPH – Director of Public Health
EAP – Employee Assistance Programme
EDI – Equalities Diversity and Inclusion
EFLG - Equalities Framework for Local Government
ER – Employee Relations
HR – Human Resources
HHR&OD – Head of Human Resources and Organisational Development
HAVs – Hand and Arm Vibration
HS – Health Surveillance
ICT – Information Communication Technology
JH&HS – Joint Health and Safety Committee
LGA – Local Government Association
OD – Organisational Development
PDR – Performance Development Review
M365 – Microsoft 365
SWORD - Social Work Organisational Resilience Diagnostic
Was1 – Working as One
WFP - Workforce Development Plan
WO – West Offices
WWY – Work with York