

People Plan – Working together as a team for the benefit of York

Resources aligned with operating model

Flexible resourcing model informed by operating model;

Focus on future workforce (aging workforce demographics)

Increased flexibility utilising identified talent along with need to remove internal blockers “cut internal red tape”

People who are:

Accountable

Able to take decisions

Flexible and work at pace

Able to make full use of IT, embracing technology to support their work.

Customer orientated

Commercially aware

Innovative and entrepreneurial

Able to work in partnership with stakeholders.

Leaders and managers that are enablers who:

Empower

Coach

Mentor

Encourage Innovation

Resourcing

To resource the council in the most cost effective way, using a flexible resourcing model. Recruit and retain a core workforce with skills and values we need. Challenge and address accessibility barriers.

- Key organisation design principles are in place;
- Focus has moved away from retaining staff with resourcing more flexible;
- Recruitment processes are streamlined through the use of IT;
- Selection is based on values, behaviours and competencies;
- Offer to young people becomes more sustainable in a shrinking workforce;
- Talent continues to be utilised.

Pay, Reward and Recognition

To provide pay structures and flexible reward packages that allows for the changing nature of the council’s structure, ensuring fairness across all grades.

- Pay structure is reviewed and redesigned;
- Remains confident in fairness of reward and pay practices;
- A total reward package is in place;
- Outstanding work continues to be recognised and rewarded.

Pay structures that address immediate pay and grading issues

National Living Wage

Reflect council’s structure

Market compatibility to help facilitate alternative service delivery models

Recognition and Total Rewards Statements are key in employment proposition

Performance and Change

To be an organisation that can transform quickly and effectively that is outcome focussed, that values and engages with employees and has a culture that is collaborative, innovative, inclusive and creative.

- Good people management is viewed as key;
- All are clear of the Council’s vision and live its values;
- Performance is consistently managed with everyone clear on their objectives and how their role links to the delivery of service and council plans;
- Talent continues to be identified and developed;
- People policies are simple and accessible and resolution focussed;
- Staff feel in control supported and equipped as change impacts them;
- Networks are in place to share learning/knowledge and skills.

Skills and Behaviours

To have a visionary ambitious workforce to enable effective delivery of outcomes for residents in challenging times. To further develop our teams so that in enabling the provision of outcomes they can demonstrate flexibility, innovation, decision making, an ability to engage with external parties and at all times excellent customer service.

Focus is on:

- Development (rather than traditional training) with a culture of coaching in place;
- Development more readily accessible with e-learning tool supporting offer;
- Annual L&D programme continues to be in place delivering key skill areas (e.g. digital awareness; customer services etc);
- Managers are key enablers with the leadership team visible and on message;
- A skills audit tool is frequently used to identify appropriate resources along with identified talent instrumental in bringing about change.

Wellbeing and Engagement

To be an organisation that supports and manages wellbeing, that promotes effective and active employee engagement with staff initiative encouraged and welcomed. We will manage risks sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health are as low as possible.

- Wellbeing programmes and pro active support continue to be delivered focussing on key health issues for the organisation informed by HR Metrics and aligned with Public Health Strategy;
- There is continuous dialogue with staff via pulse surveys and other mechanisms with their views actively sought to help shape how services are delivered;
- Greater collaboration with trade union colleagues with most issues resolved outside of formal processes with a focus on outcomes;
- More staff are involved in community engagement;
- Clear understanding across the organisation of roles and responsibilities re: H&S;
- Risks are actively managed as a matter of routine and considered in any change to how services are delivered;
- Incident reporting and investigation is improved through the use of IT.

We demonstrate:

Transparency and evidence based decision making

Mutual respect

We are:

Engaging and enabling

Accountable

A stakeholder in community

Support processes and systems running throughout