

Workforce Planning Strategic Objectives 2010 - 2012

Taking into account the current context of City of York Council and the key drivers for change, the following strategic workforce objectives have been identified for the period 2010- 2012. The detailed action plan which follows outlines the specific actions to support these objectives.

Objective One: Transformation and culture change

Support staff through the More for York transformation programme with timely and open communications, a programme of skills development to build leadership and change-management capacity, support for all staff and elected members to embrace change and a suite of 'good employer' support to all.

1a. Engage with staff through the 'More for York' transformational change programme with timely, accurate and open communications.

1b. Support and develop managers to lead change and transformation.

1c. Support and develop elected members to lead change and transformation.

1d. Develop a suite of 'good employer' support for all staff affected by the More for York programme or budget cuts.

1e. Work towards a more ambitious, inclusive, focussed and collaborative organisational culture.

Objective Two: Efficiency

Develop a culture of efficiency and effectiveness in response to tight budgetary pressures and the need to deliver more with less.

2a. Control staffing costs through a robust resourcing strategy.

2b. Support and develop managers to manage and control tight budgets.

2c. Support and develop all staff to work in the most efficient and effective ways and seek improved ways of delivering services.

2d. Ensure all HR procedures and functions are as efficient and effective as possible.

Objective Three: Customers

Help shape a more customer-centric culture by developing the skills of staff to deliver timely, efficient and excellent services configured around the needs and choices in customers' lives. Develop elected members as community leaders. Respond to the increased demand from customers for more engagement and consultation with service providers.

3a. Become a more customer-focussed organisation with an established single customer services structure.

3b. Review Members 'Portal'.

3c. Develop and implement customer service standards and behaviours across the council.

3d. Develop staff's skills in engaging and consulting with customers, stakeholders and partners.

3e. Work in partnership with other organisations to deliver joined up and effective customer services (see 5a.)

Objective 4: Diversity

Help build an inclusive culture in which all are treated with dignity and respect as described in the Fairness & Inclusion Strategy.

4a. Remove barriers to enable our employment opportunities to be accessible to all.

4b. Increase the number of disabled people and BME people at all levels in CYC, and female Chief Officers.

4c. Increase the number of young people (under 25) working for the council.

4d. Ensure our organisational culture and practices are fair and inclusive and support the retention of a diverse workforce.

4e. Develop the skills of staff to better understand diversity issues

Objective 5: Partnerships

5a. Develop the skills of staff and elected members to work with public sector partners, private sector partners and voluntary & community sector/3rd sector partners, across traditional boundaries to deliver customer focussed services.

5b. Work collaboratively with partners to identify future workforce requirements and respond to changing patterns of service delivery.