

Workforce Plan 2010 – 2012: Action Plan

Objective 1. Transformation and Culture Change

Commitment	Action	Timescale	Implementation	Outcomes
1A. Engage with staff through the 'More for York' transformational change programme with timely, accurate and open communications.	1A.1 Deliver the More for York Communications Strategy.	By Oct 2010	Director of Adults, Children & Education	More for York Communications Strategy successfully delivered.
	1A.2 Monitor staff satisfaction and morale throughout the More for York programme.		M4Y Board	Staff satisfaction and morale monitored throughout the More for York programme and maintained at high levels.
	1A.3 Monitor and evaluate the impact of changes on staff including staff satisfaction with how well senior managers show commitment to engaging staff in the process of change and minimising the impact of change by being sensitive to the organisational culture.		M4Y Board	Staff feel engaged in the process of change and consider senior managers to act with sensitivity to minimise the impact of change on staff.
1B. Support and develop all managers to lead change and transformation.	1B.1 Deliver the 'Effective Manager Programme'.	Begins June 2010	Head of HR & OD	All managers capable of effectively leading change and transformation.

Commitment	Action	Timescale	Implementation	Outcomes
	<p>1B.2 Develop the LAMS 360 to include transformational change competencies and diversity competencies.</p> <p>1B.3 All senior managers to complete the LAMS 360 and attend a Leadership workshop resulting in personal development plans which aggregate into a corporate managers' development plan</p> <p>1B.4. Align management development investment to the corporate managers' development plan.</p> <p>1B. 5. Seek opportunities to progress shared leadership development across public agencies in the city through Higher York.</p>	<p>By April 2010</p> <p>Began April 2010 Complete by Sept 2010</p> <p>By April 2011</p> <p>By Oct 2010</p>	<p>Head of HR & OD</p> <p>All senior managers and Head of HR & OD</p> <p>AD Corporate Finance</p> <p>Head of HR & OD</p>	<p>LAMS updated.</p> <p>All senior managers have completed the LAMS 360 resulting in a personal development plan.</p> <p>A corporate managers' development plan shapes management development activity.</p> <p>Spend on management development is aligned to need as identified in a corporate managers' development plan.</p>
1C. Support and develop elected members to lead change and transformation.	1C.1 Deliver change leadership training to elected members.	<p>By April 2011</p> <p>By April 2011</p>	Democratic Services	Elected Members have highly developed skills in leading change and transformation.

Commitment	Action	Timescale	Implementation	Outcomes
	<p>1C. 2 Attain the IDeA Member Development Charter status</p> <p>1C. 3 Deliver joint development activities for officers and members.</p>	Ongoing	<p>Democratic Services</p> <p>Democratic Services</p>	<p>IDeA Member Charter attained.</p> <p>Members and officers regularly attend development activities together.</p>
<p>1D. Develop a suite of 'good employer' support for all staff affected by the More for York programme or budget cuts.</p>	<p>1D.1 Develop a framework to ensure all newly formed teams are quickly able to be functional and effective with clear objectives and good communications.</p> <p>1D.2 Minimise redundancies through a vacancy freeze at grade 10 and higher and maximise redeployment opportunities.</p> <p>1D.3 Provide coaching and careers advice to those who are to be outplaced. (cross reference with Action 4C.4)</p> <p>1D.4 Develop a package of flexible working options (cross reference with 4A. 8 and 4C. 6)</p>	<p>By July 2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>By April 2011</p>	<p>Head of HR & OD</p>	<p>All newly formed teams use a team development framework to quickly establish good team working.</p> <p>Redundancies kept to absolute minimum.</p> <p>Those outplaced are offered coaching and careers advice.</p> <p>Flexible working options are available to all.</p>

Commitment	Action	Timescale	Implementation	Outcomes
1E. Work towards a more ambitious, inclusive, focussed and collaborative organisational culture.	1E.1 Ensure all staff have an effective annual PDR resulting in a personal development plan.	April 2010	All managers and Head of HR & OD	All staff have an effective annual PDR which results in a personal development plan.
	1E.2 PDR objectives to clearly link to service plan objectives.	April 2010	All managers	All staff understand how their PDR links to their service plan.
	1E.3 Build diversity objectives into all PDRs (cross reference with 4D. 5)	By July 2010	All managers	All staff have diversity objectives in their PDR helping to build an inclusive organisational culture.
	1E.4 Develop cross-directorate work experience / job shadowing / secondments/ joint learning opportunities for all inc senior staff.	By Dec 2010	All managers	Staff consider the council to be 'a great place to work', have high job satisfaction and describe a culture of inclusivity and collaboration across directorates.
	1E.5 Develop a range of activities to build CYC as 'a great place to work' inc ensuring all are aware of the current staff benefits.	By Dec 2010	Head of HR & OD	The council is externally recognised as an ambitious, inclusive, focussed and collaborative organisation.
	1E. 6 Developing a staff recognition scheme.	By April 2011	Head of HR & OD	

Commitment	Action	Timescale	Implementation	Outcomes
	1E. 7 Track staff job satisfaction through Staff Survey feedback.	By April 2011	CMT	
	1E. 8 Ensure all the council's employment policies undergo Equality Impact Assessment.	By Sept 2010	Head of HR & OD	
	1E. 9 Attain Investors in People accreditation.	By April 2012	CMT	
Objective 2. Efficiency				
Commitment	Action		Lead	Outcomes
2A. Control staffing costs through a robust resourcing strategy.	2A. 1 Produce, implement and monitor an organisational resourcing strategy including different contractual arrangements and retraining/multiskilling mechanisms.	Already begun	Head of HR & OD and all managers	Staffing costs are well controlled by all managers making good use of workforce data, implementing a resourcing strategy and utilising cross-council and partnership workforce pools.
	2A. 2 Managers use quality workforce data on a regular basis to inform decision making and	Already begun	Head of HR & OD and all managers	

Commitment	Action	Timescale	Implementation	Outcomes
	control staffing costs. 2A. 3 Develop cross CYC workforce pools and partnership resourcing.	By Sept 2010	Head of HR & OD and all managers	
2B. Support and develop managers to manage and control tight staffing budgets.	2B. 1 Include mandatory budgetary training as part of the Effective Manager Programme.	From June 2010	AD Customer & Business Support Services - Finance	Managers have the skills to manage and control tight staffing budgets.
2C. Support and develop all staff to work in the most efficient and effective ways and seek improved ways of delivering services.	2C. 1 PDRs to discuss suggestions for improved efficiency.	From April 2010	All managers	Staff discuss suggestions for improved efficiency at their PDR and make use of the staff suggestion scheme.
	2C. 2. Continue the improvement in attendance levels.	Ongoing	All managers	
	2C. 3. Encourage all staff to make efficiency suggestions through a staff suggestion scheme.	By Sept 2010	All managers	
2D. Ensure HR processes and	2D. 4. Deliver the HR Transformation	Ongoing	Head of HR & OD	The HR Transformation Blueprint is successfully

Commitment	Action	Timescale	Implementation	Outcomes
functions are as efficient and effective as possible.	More for York Blueprint.			delivered.
Objective 3. Customers				
Commitment	Action	Timescale	Lead	Outcomes
3A. Become a more customer-focused organisation with an established single customer services structure.	<p>3A. 1 Develop and implement customer service standards for all staff.</p> <p>3A. 2 Implement, monitor and evaluate the actions in the Joint Customer and Transactional Services Project Plan.</p> <p>3A. 3 Attain Customer Service Excellence in 'Customer Services'.</p>	<p>All customer services staff by Dec 2010. For all staff by late 2012</p> <p>Already started with rolling programme to late 2012</p> <p>Already started with rolling programme to late 2012</p>	<p>AD of Customer Service & Governance</p> <p>Joint Customer & Transactional Services Project</p> <p>Joint Customer & Transactional Services Project</p>	The council is a customer-focused organisation with an established single customer services structure.

Commitment	Action	Timescale	Implementation	Outcomes
3B. Review Members 'Portal'	3B. 1 Design and deliver improvements to existing Members Portal linked to the Member Development programme on being community leaders.	July 2010	AD of Customer Service & Governance & Joint Customer & Transactional Services Project	Initial delivery will be an improved Member service prior to the development of an automated portal. Members have effective and efficient access to log jobs, complaints, comments
3C. Develop and implement customer service standards and behaviours across the council.	3C. 1 Ensure customer service objectives are agreed in all PDRs and how to develop customer service skills is identified in PDPs where necessary.	Already started with rolling programme to late 2012	AD of Customer Service & Governance and all managers All managers	Customer service standards and behaviours are embedded across the council and included in PDR objectives, job descriptions and development opportunities.
	3C. 2 Ensure customer service competencies, as expressed in the LAMS, and customer service behaviours are in all job descriptions.	Already started with rolling programme to late 2012	AD of Customer Service & Governance and Head of HR & OD	
	3C. 3 Build the skills, capacity and attitudes to put customers first	Already started with rolling programme	Joint Customer & Transactional Services Project	

Commitment	Action	Timescale	Implementation	Outcomes
	<p>throughout the organisation.</p> <p>3C. 4 Deliver development opportunities to build customer focus skills.</p>	<p>to late 2012</p> <p>Already started with rolling programme to late 2012</p>	<p>Joint Customer & Transactional Services Project</p>	
<p>3D. Develop staff's skills of engaging and consulting with customers, stakeholders and partners.</p>	<p>3D. 1 Ensure staff are competent at using the Engagement Strategy Toolkit to deliver effective engagement and consultation activities</p> <p>3D. 2 Include mandatory customer skills training as part of the Effective Manager Programme.</p>	<p>Already started with rolling programme to late 2012</p> <p>From June 2010</p>	<p>AD of Customer Service & Governance</p> <p>AD of Customer Service & Governance</p>	<p>Staff are competent in engaging and consulting with customers, stakeholders and partners.</p>
<p>3E. Work in partnership with other organisations to deliver joined up</p>	<p>3E.1 Review current partnerships and explore the partnership opportunities on both</p>	<p>Already started with rolling programme to late 2012</p>	<p>AD of Customer Service & Governance</p>	<p>The council increasingly works in effective partnerships with other organisations to deliver joined up customer</p>

Commitment	Action	Timescale	Implementation	Outcomes
and effective customer services. (See 5A)	<p>a process and technical level.</p> <p>3E. 2 Develop new delivery channels with private, public and 3rd sector agencies.</p> <p>3E. 3 Establish shared service arrangements with adjacent authorities.</p>	<p>Already started with rolling programme to late 2012</p> <p>Already started with rolling programme to late 2012</p>	<p>Joint Customer & Transactional Services Project</p> <p>Joint Customer & Transactional Services Project</p>	services.
Objective 4. Diversity				
Commitment	Action	Timescale	Lead	Outcomes
4A. Remove barriers to enable our employment opportunities to be accessible to all. And	4.A.1 Further collaboration with community groups to understand why there are a low numbers of disabled people, BME people and under 25s working for the council.	By Sept 2010	Equalities Leadership Group	The council meets the the 'achieving authority' criteria in the IdeA's Equality Framework.

Commitment	Action	Timescale	Implementation	Outcomes
4B. Increase the number of disabled people and BME people at all levels in CYC, and female Chief Officers.	4.A.2 Work with disability groups in York to communicate what the Council does to encourage and enable disabled people to work for us and how they can find out about and apply for CYC jobs.	By Sept 2010	Equalities Leadership Group	<p>The council employs more disabled people.</p> <p>The council employs more BME people.</p> <p>The council employs more women at Chief Officer level.</p>
	4.A.3 Work with BME groups in York to communicate what the Council does to encourage and enable BME people to work for us and how they can find out about and apply for CYC jobs.	By Sept 2010	Equalities Leadership Group	<p>Disbaled people and BME people are fully enabled to apply for jobs in the council and have the option of utilising a package of flexible working options to enable them to work for us.</p>
	4.A.4 Through taking on best practice and consulting with staff and customers, ensure the new Council HQ has excellent accessibility to all.	Ongoing	Accommodation Project Director	<p>Work placements are offered to people with learning disabilities, often through the process of 'job carving'.</p> <p>Young people leaving CYC care have a guaranteed job interview</p>

Commitment	Action	Timescale	Implementation	Outcomes
	4.A.5 Encourage wider participation in work placements and employment for those with learning disabilities through Future Prospects.	By Oct 2010	Head of HR & OD	scheme.
	4.A.6 Ensure equality needs are built in to job design and job descriptions and reasonable adjustments consider 'job carving'.	By April 2011	All managers	
	4.A.7. Implement and embed a guaranteed interview scheme for those leaving local authority care (Looked After Children - LAC)	By Dec 2010	Director of Adults, Children & Education	
	4A.8 Develop a package of flexible working options (cross reference with action 1D.4 and 4C.6)	April 2011	Head of HR & OD	

Commitment	Action	Timescale	Implementation	Outcomes
	<p>4A. 9 Investigate why CYC employs few women at Chief Officer level and propose actions to redress.</p> <p>4A. 10 The council meets the 'achieving authority' criteria in the IdeA's Equality Framework.</p>	April 2011	<p>Equalities Leadership Group</p> <p>CMT</p>	
4C. Increase the number of young people (under 25) working for the council.	<p>4C.1 Work with the local universities, colleges and schools to encourage young people to apply for CYC jobs, and placements</p> <p>4C.2 Develop a programme to offer 3 – 6 month internships for local graduates and young unemployed.</p> <p>4C.3 Increase the number of young apprentices and</p>	<p>By Dec 2010</p> <p>By Dec 2010</p> <p>By Dec 2010</p>	<p>Head of HR & OD for development.</p> <p>All managers for implementation.</p>	The number of under 25 year olds employed by the council increases and they have the option of utilising a package of flexible working options to enable them to work for us.

Commitment	Action	Timescale	Implementation	Outcomes
	<p>apprentices from under-represented groups in all areas of the council.</p>			
	<p>4C.4 Provide an internal careers advice service for young employees (cross reference with Action 1D.3)</p>	<p>By July 2011</p>		
	<p>4C.5 Develop in-house graduate talent by offering structured work experience opportunities across different services.</p>	<p>By April 2010</p>		
	<p>4C.6 Develop a package of flexible working options (cross reference with actions 1D 4 and 4A 8)</p>	<p>By April 2010</p>		
<p>4D. Ensure our organisational culture and</p>	<p>4D.1 Equality Impact Assessment of all HR policies and</p>	<p>By July 2010</p>	<p>Head of HR & OD</p>	<p>The council's organisational culture and practices are fair and</p>

Commitment	Action	Timescale	Implementation	Outcomes
practices are fair and inclusive and support the retention of a diverse workforce.	practices, and other pieces of work affecting staff, in consultation with the Staff Equalities Reference Group.		More for York Board	inclusive and support the retention of a diverse workforce resulting in more disabled people, young people and BME people working for us and more women in Chief Officer posts.
	4D.2 Equality Impact Assessment of the More for York Programme and all 'blueprints' in consultation with the Staff Equalities Reference Group	Ongoing	CMT	
	4D.3 Implement and monitor the actions of the council's Fairness and Inclusion Strategy.	Ongoing	CMT	
	4D.4 Support the further development and embedding of the Staff Equalities Reference Group.	Ongoing	Equalities Manager	

Commitment	Action	Timescale	Implementation	Outcomes
	4D.5 Build diversity objectives into all PDRs. (cross reference with 1E 3)	By July 2010	All managers	
4E. Develop the skills of staff to better understand diversity issues.	4E.1 Include mandatory diversity training as part of the Effective Manager Programme (EMP)	From June 2010	Head of HR & OD	All council staff have a sound understanding of diversity issues.
	4E.2 Refresh to Leadership & Management Standards (LAMS) to include diversity.	By Sept 2010	Head of HR & OD	
	4E.3 Ensure diversity awareness is mandatory in the induction of all new staff.	By Oct 2010	Heads of Service	
Objective 5. Partnerships				
Commitment	Actions	Timescale	Implementation	Outcomes
5A. Develop the skills of staff and elected members to work with public	5A.1 Deliver development opportunities for staff and members around working in	Provisionally by March 2011	Chief Executive's Office	Staff and elected members have the skills to work with partners across traditional boundaries to deliver

Commitment	Action	Timescale	Implementation	Outcomes
sector partners, private sector partners and voluntary & community sector/3 rd sector partners, across traditional boundaries to deliver customer focussed services.	<p>partnership including the development of cross-organisational learning opportunities such as work experience, job shadowing, mentoring, secondments.</p> <p>5A.2 Develop an approach to Total Place that will deliver services in collaboration with key partners.</p>	ongoing		customer focussed services.
5B. Work collaboratively with partners to identify future workforce requirements and respond to changing patterns of service delivery	<p>5B. 1 Develop joint learning/training with partners to develop awareness of each other's business/policy challenges.</p> <p>5B. 2 Set up a programme of joint meetings with senior management teams from our main partner agencies e.g.</p>	<p>March 2011</p> <p>Ongoing</p>	Chief Executive's Office	Future workforce needs and changing patterns of service delivery are identified and responded to in partnership.

Commitment	Action	Timescale	Implementation	Outcomes
	PCT, the Police. 5C. 3 Develop joint approach with partners to utilize customer insight data and service design principles to facilitate future joint workforce planning with partners.	Scoping by March 2011		
6. Actions to improve and further embed workforce planning				
6A. Improve and further embed workforce planning into the council.	6A. 1 Strengthen links between service plans, workforce implications and PDRs. 6B. 2 Design a comprehensive toolkit for managers to integrate workforce planning into service planning in 'year 2' of the Workforce Plan (ie ready for the 2011 service plans).	Ongoing By March 2011	All managers Head of Performance & Business Assurance	Service plans, workforce planning and PDRs are linked by common recognised themes. Workforce planning is fully integrated with service planning.

Commitment	Action		Timescale	Implementation	Outcomes
	6C. 3 Provide managers who are responsible for service planning a comprehensive suite of workforce data for their service area, as well as an overview of the organisational and labour market context, to assist in 2011 service planning round.		Head of HR & OD		
6B. Review council-wide learning and training provision and spend to ensure it aligns with the Workforce Plan objectives	6B. 1 Incorporate review into HR More for York Blueprint.		Head of HR & OD		Staff training needs from PDRs are collated at organisational level and annual corporate spend on learning and training is aligned to identified training need.