

MONITORING THE CORPORATE WORKFORCE PLAN 2010-12

Purpose of the report

1. To provide Members with:
 - a. feedback on progress made against actions in the Workforce Plan 2010-12 during its first six months (May – Oct 2010) and
 - b. to outline how the Plan and action plan will be refreshed to take account of the substantial changes in government spending and policy and be aligned with the refreshed corporate plan and 2011/12 budget.

Background

2. The first corporate Workforce Plan was well received by Members of this committee in May 2010 along with a detailed action plan to drive workforce improvements for Customers, Transformation & Culture Change, Efficiency, Diversity and Partnerships. Members asked to see the six monthly monitor of the Workforce Plan, which this report presents.
3. Members will recall there are 80+ actions over the full two years of the Workforce Plan, with 53 expected to start during the first six months of operation as per the summary contained in the Annex. A number of these actions will be ongoing throughout the two years of the Plan and will not be fully completed until 2012.

Progress overview – the first six months of the Workforce Plan

| Actions completed | On Track | Slippage | Not started |
|--------------------------|-----------------|-----------------|--------------------|
| 6 | 35 | 6 | 6 |
| 11.3% | 66% | 11.3% | 11.3% |

Progress highlights in past 6 months

4. In support of the Customer objective:

- Customer standards and behaviours have been reviewed and are being finalised. Training programme to be finalised and delivered in next 6 months, integrated into the Effective Manager Programme.

In support of the Transformation & Culture Change objective:

- 150 senior managers have completed the LAMS 360 skills assessment tool and attended a Leadership Challenge workshop to support them to lead change and transformation.
- The Effective Manager Programme was launched and over 240 staff trained to date.
- In-house coaching network established for all senior managers.

In support of the Efficiency objective:

- 93 staff submitted ideas to the Yoreka staff suggestion scheme.
- HR produces a comprehensive monthly Management Information Digest to support managers to make informed staffing resource decisions.
- Recruitment Pool expansion is underway and work on going with Procurement to determine the most cost effective route to market for casual and agency staff.

In support of the Diversity objective:

- Equality Leadership Group is leading on developing practice in order to meet 'achieving authority' status through external assessment in early 2011.
- Future Prospects are running an internship programme with both young people and adults with learning disabilities in partnership with York Explore and Adult and Community Education.

Progress issues

5. Considerable progress has been made in the first six months of the Workforce Plan 2010-12 despite the backdrop of directorate restructuring, the Organisational Review, new Assistant Director portfolios from 1st November 2010, and the uncertainties of the Comprehensive Spending Review outcomes.
6. There remain some key actions requiring further attention to drive improvement during the next 6 months of the Workforce Plan:

Performance & Development Reviews (PDRs)

Further work is required to develop consistent mechanisms across the organisation to complete all PDRs, to monitor PDR quality and to align PDR objectives with directorate and corporate objectives. Proposals below to consider the Investors In People (IIP) standard could give a robust framework for this improvement.

Sickness absence

Corporate Management Team (CMT) are committed to refocusing attention on managing absence across the organisation. Directorates have undertaken an analysis of absence reasons and developed local actions to address the identified issues.

Attaining Customer Service Excellence in 'Customer Services' Award

This has been deferred due to cost and the wide-ranging efficiency and productivity actions taking place across all services which will improve customer services.

Engagement Strategy Toolkit

Work is yet to start on ensuring staff are competent at using the Engagement Strategy Toolkit to deliver effective engagement and consultation activities.

Workforce Planning Steering Group

7. The Director of Customer & Business Services will chair a Steering Group to drive forward workforce planning at strategic level and each directorate will identify an Assistant Director to steer workforce planning and monitoring at directorate level.

Apprenticeships

8. Earlier this year the Effective Organisation Overview & Scrutiny Committee called for a review of "the existing arrangements for traineeships in the City of York" focusing on what the Council as an employer offers (work experience, apprenticeships, internships) for school leavers and post-graduates, traineeships for young people who are 'NEET' and the identifying of external funding opportunities.

The Workforce Plan Action Plan has a number of actions in year one to progress this theme and work is underway with the National Apprenticeship Service (NAS) to seek ways to offer apprentice opportunities against the difficult backdrop of severely reduced vacancies.

The council will use National Apprentice Week in early February 2011 as a platform to raise the profile of apprenticeships with directorates and to highlight the talent and skills of the apprentices currently engaged with the council.

Corporate Management Team have asked for a stronger corporate position on apprenticeships, including improved awareness of the latest funding and policy implications, and improved relationships with Further and Higher Education institutions.

This Scrutiny Committee asked for a reporting structure to be identified to measure the effectiveness and outturn of apprenticeships and other work-based training. The Committee agreed that such reporting should take place through the Workforce Planning Steering Group.

Refreshing the Workforce Plan

The need for a Refresh

9. In producing the first corporate Workforce Plan it was acknowledged that an annual refresh will always be needed to ensure the Plan keeps relevant to changing priorities and current needs, and holds true to the essence of workforce planning: *'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'*. This is particularly the case in 2010 with unprecedented changes in government policy and spending decisions.
10. Corporate Management Team have provided a mandate for a review and refresh of the Workforce Plan providing alignment to the corporate plan and the 2011/12 budget from June 2011 and a refresh of the Action Plan to ensure actions are aligned to refreshed priorities, are 'smart' and are clearly attributed to new directorate portfolios.

Understanding how well we are doing

11. As the council is only six months into its first ever corporate Workforce Plan, and has a journey ahead to fully embed the discipline into its business processes, a framework for benchmarking progress and measuring success is required. The abolition of the CAA and Use of Resources assessment has removed drivers for inspection and self-assessment around workforce planning. Corporate Management Team have asked for greater qualitative assessment of progress made against the plan's objectives in the first six months. Two potentially very helpful external frameworks have been identified – the Investors in People standard and the LGYH 'Workforcenet' workforce planning self-assessment tool.

Investors in People standard (IIP)

12. The Investors in People (IIP) standard is about effecting organisational improvement through people strategies. The new IIP approach focuses advice and assessment on meeting an organisation's own priorities rather than 'tick boxing' a standard set of criteria. As the city's largest and most diverse employer, and recognising that 75% of our workforce live within the city council area, achieving the IIP standard would drive both customer and workforce improvements. Corporate Management Team agreed to a presentation from the regional IIP

consultant to the Corporate Leadership Group, to explain the potential benefits and method of embarking on IIP at corporate level.

Staff Survey

13. One early aspect of the IIP process would be the gathering of staff feedback to get the workforce perspective about the current organisation. Any type of staff survey can be used - there is no imperative to use an IIP survey. The Joint Health & Safety Committee recently approved a Wellbeing Survey, which will be funded from the occupational health budget, as part of a broader approach to improving staff wellbeing. CMT is considering the roll out of such a survey between January and March 2011 with 25 additional general staff survey-type questions at no extra cost.

'Workforcenet'

14. This is a free online tool for councils to self-assess their workforce planning activities, to help project manage their action plan and to develop best practice in workforce planning. Corporate Management Team have endorsed the use of Workforcenet to assess where we need to improve our workforce planning and for focussing the refresh of the Workforce Plan.

Implications

15.
 - a. **Financial** – the Workforce Plan Action Plan has no allocated budget. Actions will be assumed to fall within current budgets and will be brought forward for consideration if they exceed existing capacity.
 - b. **Human Resources (HR)** – there are numerous HR implications as indicated in the Action Plan and agreed with the Assistant Director, Customers & Employees.
 - c. **Equalities** – there are numerous equalities implications as indicated in the Action Plan and agreed with the Equality & Inclusion Manager.
 - d. **Legal** – there are no specific legal implications.
 - e. **Crime and Disorder** – there are no crime and disorder implications.
 - f. **Information Technology (IT)** - there are no specific IT implications.
 - g. **Property** – there are no property implications.

Risk Management

16. Failure to produce a refreshed corporate Workforce Plan and monitor the outcomes of its action plan could result in:
- failure to prepare the workforce to deliver the transformation and efficiency programme and be able to respond to current spending and government policy changes
 - inability to achieve the 'Effective Organisation' objective in the Corporate Strategy
 - failure to meet diversity legislation
 - failure to respond to changing customer service needs.

Recommendations

17. Members are asked to note progress made against the Workforce Plan action plan in the first six months, May to October 2010 and proposed next steps

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Annexes

Annex – Overview of Progress against each theme in Workforce Plan

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| Theme | Progress | | | |
|---|-----------|-----------|----------|-------------|
| | Completed | On Track | Slippage | Not Started |
| 1A. Engage with staff through the 'More for York' transformational change programme with timely, accurate and open communications. | | 3 | | |
| 1B. Support and develop all managers to lead change and transformation. | 1 | 3 | | |
| 1C. Support and develop elected members to lead change and transformation. | | 1 | | |
| 1D. Develop a suite of 'good employer' support for all staff affected by the More for York programme or budget cuts. | | 2 | | 1 |
| 1E. Work towards a more ambitious, inclusive, focussed and collaborative organisational culture | | 2 | 2 | |
| 2A. Control staffing costs through a robust resourcing strategy. | 1 | 1 | 1 | |
| 2B. Support and develop managers to manage and control tight staffing budgets. | 1 | | | |
| 2C. Support and develop all staff to work in the most efficient and effective ways and seek improved ways of delivering services. | | 2 | 1 | |
| 2D. Ensure HR processes and functions are as efficient and effective as possible. | | 1 | | |
| 3A. Become a more customer-focused organisation with an established single customer services structure. | | 1 | 1 | |
| 3B. Review Members 'Portal' | | | | 1 |
| 3C. Develop and implement customer service standards and behaviours across the council. | | 4 | | |
| 3D. Develop staff's skills of engaging and consulting with customers, stakeholders and partners. | 1 | | | 1 |
| 3E. Work in partnership with other organisations to deliver joined up and effective customer services. | | 3 | | |
| 4A. Remove barriers to enable our employment opportunities to be accessible to all and 4B. Increase the number of disabled people and BME people at all levels in CYC, and female Chief Officers. | | 2 | | 3 |
| 4C. Increase the number of young people (under 25) working for the council. | | 1 | | |
| 4D. Ensure our organisational culture and practices are fair and inclusive and support the retention of a diverse workforce. | | 5 | | |
| 4E. Develop the skills of staff to better understand diversity issues. | 2 | 1 | | |
| 4F. Work in partnership to deliver the PREVENT Action Plan. | | | 1 | |
| 5A. Develop the skills of staff and elected members to work with public sector partners, private sector partners and voluntary & community sector/3 rd sector partners, across traditional boundaries to deliver customer focussed services. | | 1 | | |
| 6A. Improve and further embed workforce planning into the council. | | 2 | | |
| TOTAL | 6 | 35 | 6 | 6 |