

Report of the Assistant Director of Customers and Employees

Review of the Workforce Strategy 2012-15

Summary

1. The Workforce Strategy 2012-15 replaced the previous Workforce Plan 2010-12. The new Strategy was approved at a meeting of Cabinet in April 2012 and was launched to staff in May 2012. This Scrutiny Committee has received six monitoring reports to date on progress and this is the final report on the current Strategy. The Annex to this report brings together a summary of key actions and outputs/outcomes from the work.

Background

2. The council's vision for York is to have a workforce that understands our priorities, is innovative, creative, diverse and inclusive, flexible, ready and willing to respond to changes in what we do and how we do it. We want our staff to feel involved and to work together effectively to deliver what York residents, customers and businesses need.
3. Our Workforce Strategy is premised on 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*'. It sets out the strategic priorities for the development of the council's workforce, and how core competencies will be delivered through the following priority areas: Skills and Behaviours Development, Recruitment and Retention, Pay, Reward and Recognition, Wellbeing and Engagement, Performance and Change. With the aim to develop a workforce with confident, cooperative and high performing people.

4. Members have received regular reports from Human Resources (HR) on progress against the Strategy's action plan. Progress made against the Workforce Strategy action plan has also been reported to the Council Management Team (CMT), the CMT/Transformation Board, the cross council; Workforce Strategy Steering Group and to the Council's Joint Negotiation and Consultation Consultative Committee (the Trade Union engagement forum) at very regular intervals.
5. The council's next "People Plan" for 2015-18 is currently under early development, and will reflect the priorities arising from the transformation programme and will support the delivery of the council's new emerging corporate priorities post election. Ongoing consultation is taking place with a wide range of both internal and external stakeholders. The 'Future Work' column will provide a base of actions that need to be either carried forward by HR in operational plans or will feature in the new Plan.

Changes in our Workforce over the course of the current Strategy

6. At the beginning of the Strategy's timeline (May 2012) the council employed 3458 staff (excluding staff in schools). By December 2014 this number had decreased by 552 to 2906 staff. This is a 16% decrease in staffing levels. 238 (43%) of the 552 job losses have been redundancies, 40 of which were compulsory redundancies.
7. In 2015, 63% of council staff (excluding staff in schools and casuals) are women, compared with 74% three years ago in 2012, which is a reduction of 11%. 55% of staff now work part-time compared with 71% in 2012, a drop of 16% in part-time workers. 83% of part-time staff are women. 14% of women are in senior roles, up very slightly on 13% in 2012.
8. Whilst the small number of staff among us who are from a black, Asian or minority ethnic background is unchanged at 4%. There is a small improvement around the number of disabled staff we employ (up 0.7% from 2012 to 2.7% in 2015). There has been a slight decrease in the proportion of older staff (aged 40 +) from 68% in 2012 to 66% in 2015 and an increase in the numbers of young people we employ; now 4% of us are aged between 16 and 24 up 1% from 2012.

9. In 2012, 80% of staff employed by the council lived in the city's boundaries, this figures has decreased slightly to 78% in 2015, meaning that we still largely employ local people who are our customers as well as our staff. In 2012, the average salary was the equivalent of £20,700 per year, today that salary is £20,304.00, remembering that the base population of staff used in the average calculation is 552 less and most staff on the lowest grades in the Council receive the Living Wage which is currently £14,759.04 (to increase to £15144.89 from 1st April 2015).

Progress against the Plan

10. Annex A summarises the key actions set down in the strategy with progress against them, output measures where possible with any outcomes already evident. Those actions which are longer term and in progress will be carried forward in the new Plan or operational HR plans.

Council Plan

11. The council's Workforce Strategy supports the Council Plan in supporting the Core Capabilities and the priority around Creating Jobs and Growing the Economy.

Implications

12.

Financial *None*

Human Resources (HR) *Contained within this report*

Equalities *Contained within this report*

Legal *None*

Crime and Disorder *None*

Information Technology (IT) *None*

Property *None*

Other *None*

Risk Management

13. The actions in the Strategy are key to managing risks around workforce development, wellbeing and engagement, and in managing change effectively across the organisation. Growing leadership and talent in the organisation is necessary to meet the council's future needs, if this fails then the council may not have the skills and abilities in place to meet its future priorities.

Recommendation

14. Members are asked to note this report and its findings, and support the development of a People Plan for the period 2015-18.

Reason: To ensure Members are kept updated on progress with the strategy.

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**Report
Approved**

Date 25th March
2015

Wards Affected: *List wards or tick box to indicate all*

All

Annex

**Workforce Strategy Action Plan Outturn Report April 2012-March
2015**

Background Documents

Workforce Strategy 2012-15 can be found at:

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=6682&Ver=4>