

Annex

# **WORKFORCE STRATEGY ACTION PLAN**

## **OUTTURN REPORT**

**May 2012-MARCH 2015**

**Our Vision**

*Our vision for York is to have a workforce that understands our priorities, is innovative and creative, diverse and inclusive, flexible, ready and willing to respond to changes in the work we do and how we do it. We want everyone to feel involved in how we operate and how we deliver our services and to work together effectively to deliver what our customers need.*

**Our Strategy** – *To achieve our vision we will focus on:*

**1. Skills and Behaviours Development**

*To have visionary and ambitious managers and leaders who can develop, motivate and lead our workforce to deliver our services effectively in challenging times. To further develop our teams so that in providing our services they can demonstrate flexibility, innovation, decision-making and at all times excellent customer service.*

**2. Recruitment and Retention**

*To recruit and retain a workforce with the skills and values we need, promote jobs and careers as an employer of choice and identify, develop and motivate talent. To develop and maintain a diverse and inclusive workforce, actively challenging and addressing accessibility barriers and issues.*

**3. Pay, Reward and Recognition**

*To provide good and flexible reward packages within the current financial constraints, and ensure fairness across all groups of employees. We will recognise great work and ideas.*

**4. Wellbeing and Engagement**

*To be an organisation where risks are managed sensibly and proportionately to ensure the levels of accidents and incidents of occupational ill health are as low as possible. We will actively promote and manage wellbeing including effective and active employee engagement.*

**5. Performance and Change**

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

<b>Skills and Behaviours</b>				
<b>Identify the skills and behaviours required at different levels in the organisation</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/Outcomes</b>	<b>Future Work</b>
Review the council's Learning and Development (L&D) offer	Completed March 2014	Made possible by relocating the Workforce Development Unit (WDU) into HR and consolidating training budgets from April 2014.	Approximately 9000 training places made available to CYC staff in 2014/15 including specialist training for Adult and Children Care workforce. Of those accessing the training in 2014/15 and submitting equality information 60% were full time employees and 27% part time employees.	The offer to the CYC workforce is regularly reviewed and updated annually. As the process of budget consolidation moves forward the emphasis will be more on learning and development opportunities rather than training courses (e.g. use of coaching skills, access to e-learning).
Undertake Council wide training needs analysis to inform new offer	Completed January 2015 based on 2014/15 PDR process.	The first ever cross council L&D prospectus was launched in September 2014 based on feedback from managers and assessment of strategic need. The training needs analysis of January 2015 confirmed the content of the prospectus and informed the development of the 2015/16 prospectus.	The offer has responded to the changing needs of local government and the Rewiring Programme with new courses such as Innovation Skills and Developing Commercial Acumen.	The next full learning needs analysis will be completed in December 2015 based on the 2015/16 PDR process.

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/Outcomes</b>	<b>Future Work</b>
Identify specialist and statutory training	Completed March 2014	As above.	A range of training is available for both specialist areas (e.g. Ladder and Step Safety) and Statutory areas (e.g. Equality and Diversity)	The learning needs analysis process includes a review of known changes and challenges e.g. The Care Act, Improved use of Social Media, Health and Safety for Executives
<b>Provide programmes to develop the skills and behaviours of leaders and measure learning through effective 360 degree performance management feedback</b>				
Launch the From Service to City programme	Launched July 2012	Programme now in its third year, programme offers blended learning through mentoring, master classes and action learning sets to help promote leadership skills and improve performance.	An average of 50 people have attended the whole group sessions with good take up of the other offers such as action learning sets. The needs of the group are now being reviewed to ensure the future programme responds to their ongoing needs. 49 people have accessed the regional Master Classes offering both learning and networking opportunities.	There have been 2 events in 2015 with future events planned to include post-election briefing, innovation focus.

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Introduce a Behavioural Standards Framework	Introduced Apr 2014	New Framework central to council's new Appraisal process which now has talent ratings.	350 managers were trained over Summer/Autumn of 2013, in the new behavioural standards which was launched in the 2014 PDR round.	Develop further the Leadership element of the framework
Introduce a 360 degree appraisal feedback mechanism	To be introduced April/May 2015	Piloting with members of the Council Leadership Group in this year's PDR round.	Ongoing	Evaluate pilot and introduce to senior staff (grade 10+) from 2016 PDR round.
Launch Rising Stars, for High Performers	Launched Mar 2015	Potential future leaders have been identified, they are a diverse group and are engaged on a talent management programme.	Ongoing	Engage staff on the programme to help with the roll out of the Rewiring Programme.
Introduce a Back to Basics toolkit for Managers	Completed Oct 2014	Launched at a Service to City event by CMT, the toolkit sets out what staff can expect from their managers.	Ongoing	Needs to become embedded in to the culture of CYC, aided by the introduction of the Leadership Framework

Develop management programmes to develop and retain talent in the organisation making sure that under-represented groups are targeted as part of this	Timelines	Narrative	Key Outcomes	Future Work
Develop Talent Management Strategy with report to CMT	Completed Jan 2014	Agreed to nine box talent matrix with ratings to support the new Appraisal process.	62% completed the PDR process in its first year. Another 12% in progress.	The 2015 commences in May. Target complete rate 80%.
Develop an approach to Leadership Development linked to talent management strategy	Completed Sep 2014	Launch of a new L&D offer to staff at grade 9+ linked to their talent rating.	A range of Leadership and Management courses are now available e.g. Developing and Leading Teams, Introduction to Management, Financial Management,	Leadership and Management development offer will continue in alignment with the Organisational Development Plan. Future initiatives will include coaching skills for managers.
Develop a Leadership Framework with focus on Leadership Behaviours.	Ongoing 2015/16	Align Leadership Development with CYC Leadership Behaviours	Ongoing	A 360 degree process based on Leadership behaviours will be piloted with senior managers as part of the 2015/16 PDR process.

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Launch the Rising Stars programme for High Performers	Launched March 2015	Programme aimed at all High Performers from across all grades and job groups.	110 high performers identified across CYC. 60 attended the launch event on 5 <sup>th</sup> March, which was opened by the programme sponsor for CMT Jon Stonehouse.	Pilot proposition will develop with feedback from participants. Work is underway to increase visibility of project work and secondments across the council which Rising Stars will be encouraged to apply for. Numbers of female colleagues and part-time workers were not representative of workforce profile so further analysis needs to be undertaken and ratings monitored to ensure fairness of application of talent ratings.
Work collaboratively with LGYH and put interventions in place to promote Talent and Performance Management	Completed April 2014	Worked with six other local authorities in the region to develop a common nine box matrix for evaluating and rating talent.	Approved by regional Chief Executives December 2014, HRDs in region charged with taking forward in their own councils.	Deliver local plan. Link to CYC's Financial Inclusion work.
Inspiring and developing talented individuals	Started March 2015	Working with departments to put succession plans in place.	Yet to be rolled out.	

<b>Design a Competency Framework to help identify learning and development needs of job holders</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
<p>Introduce a new appraisal process which helps staff identify development needs</p> <p>Links to other actions around Behavioural Competency Framework</p>	<p>Completed April 2014</p>	<p>The new Appraisal process provides an opportunity for staff to discuss their development needs with their managers.</p>	<p>Needs are captured and fed back to help inform the next iteration of the council wide L&amp;D prospectus.</p>	
<b>Develop a Programme to educate employees on skills needed to build effective partnerships</b>				
<p>Review current competencies in light of community engagement</p>	<p>By September 2014</p>	<p>A variety of training events have been provided to develop staff skills and knowledge on Community Engagement.</p>	<p>The recent Community Conference demonstrated how CYC are engaging and working with communities in new and different ways.</p>	<p>The annual work programme of the Consultation and Engagement Group is being finalised for 2014/15.</p>

Produce a Learning and Development plan and delivery model that focuses on key skills, knowledge and behaviours required to meet our priorities	Timelines	Narrative	Key Outcomes	Future Work
Review the Council's Learning and Development offer and model of delivery	Started April 2013	Piloted a corporate offer for a year, then sought CMT approval to consolidate all training budgets and moved WDU into HR in April 2014.	HR now has oversight on all L&D activity in council and we have maximised provision in the most cost effective way.	
Incorporate development plans into the annual appraisal process	Completed April 2014	Staff now discuss their development needs as part of their appraisal discussion.	Learning and Development activity is now linked to individual, service and corporate objectives through the PDR process.	

<b>Develop Toolkits and use positive and inclusive examples to ensure fairness in access to skills and opportunities</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Run Springboard Programme	Launched September 2013	Springboard is a women only development programme aimed at women in junior and middle management roles to encourage their development into senior management.	To date 42 women have completed the Springboard Programme with an additional 17 recruited for the next cohort of learners.	The council is committed to positive action training for women staff who are under-represented at more senior levels in the organisation, and will continue to run Springboard twice a year.
Join Stonewall's Diversity Champions Programme	Joined March 2015	The council has joined Stonewall in recognition of the work we want to do to help our workplace to become more welcoming and supportive of all staff.	Feedback from the Staff Survey 2015 awaited.	Apply for the annual Workplace Index, which lists the top 100 Gay Friendly employers in the country.
Reach Excellent in the Equality Framework for Local Government	Achieved January 2015	<p>The EFLG framework is a benchmarking tool for local authorities. It is configured on five themes:</p> <ul style="list-style-type: none"> <li>• knowing your communities</li> <li>• leadership, partnership and organisational commitment</li> <li>• involving your communities</li> <li>• responsive services and customer care</li> <li>• skilled and committed workforce</li> </ul>	The council had been previously awarded 'Achieving' level in 2011. Following a three-day assessment, the council was delighted to be awarded an 'Excellent' rating.	An action plan is currently being developed to further the Equality and Diversity agenda. The next assessment is estimated to be in the next two or three years.

<b>Recruitment and Retention</b>				
<b>Develop an approach to organisational design which identifies future staffing requirements and how best of resource this.</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Research and develop draft resourcing strategy to include temporary and periphery workforce	Completed December 2013		The report recommended we review our approach to supporting young people's employment	Work on flexible resourcing still needs to be undertaken and will feature as an action in the next Workforce Strategy 2015-2018
Enhance offer to Young People	By September 2014	The council aimed to increase workforce representation of 16-24 age group and to provide opportunities to support young people to gain the skills needed to secure employment.	Since 2012 the council has recruited 65 apprentices. 31 former apprentices have been retained either in permanent roles or continue to train with CYC. 26 interns have been taken on through partnership with the University of York. Content of the Jobs & Training pages of website has been refreshed and updated to include information on 'Starting out'	The council's Offer to Young People is being reviewed to consolidate and centralise the different strands (including work experience, apprenticeships, internships and provision for graduates). This work will be undertaken in line with broader resourcing strategy to ensure that the approach is sustainable within a contracting workforce.

<b>Pay, Reward and Recognition</b>				
<b>Carry out an ongoing review of terms and conditions of employment for the whole organisation to ensure fair, consistent and efficient practice</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Undertake an Equal Pay Audit	By March 2014	The audit revealed no inequality in pay across protected characteristics (where known) except craft workers.	We are confident in the fairness of our pay and reward practice.	Undertake another EPA March 2016.
Review Craft Workers terms and conditions	Completed May 2014	All Craft Workers have been moved onto main grade terms and conditions to mitigate against the risk of an equal pay claim	As above.	
Undertake a review of Pay	Started March 2015	Develop a set of proposals to review pay addressing national requirements, impact of Living Wage on Grades, pay supplements and senior grades	Ongoing	See narrative
<b>To review options to address Low Pay in our Workforce</b>				
Research implementation of introduction of a Living Wage (LV) in CYC	Started July 2012	Implemented April 2013.	CYC became a accredited LW employer in November 2013	Current rate of £7.85ph to be implemented from April 2015 and annually there after

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
To take part in academic research into the benefits of paying the Living Wage	Ongoing	CYC is one of three local employers who have worked with the University of York to survey staff in receipt of the LW to see what difference it has made to their lives.	Our employment package does not financially exclude any member of staff.	The report of the survey will be available in Autumn 2015, when we can then evaluate the benefits and what else we can put in place to assist lower paid staff.
Joint work with authorities in West Yorkshire and York to develop a series of actions to address the issue of low pay	Phase 1 - May 2014 to March 2015. Phase 2 – April 2015 to March 2016	To explore our role as local leaders and to decide what actions we can commit to help address issues related to low pay. This work is much broader than simply implementing a Living Wage and also seeks to address issues like staff benefits; staff management and development; increased pension take up and health and wellbeing.	A number of recommendations under three headings. The Pay dimension, the non-pay dimension and councils in society	The findings of the first phase of work have been presented to Chief Executives and Council Leaders and the recommendations were agreed. A draft action plan has been developed and it is now for each council to determine what specific action is required.

<b>Develop a Total Rewards approach to pay and benefits including widening of salary sacrifice schemes</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Introduce a discounts scheme to help staff make their salary go further	Launched October 2013	Scheme offers discounts both locally and nationally on everyday items and larger more expensive items such as holidays, estimated to save staff around £1,400 per annum of household spending.	Over 2,000 members of staff have registered with the scheme. Staff understand the value of their whole reward package.	On going publicity of the Scheme.
Introduce salary sacrifice schemes and interest free loans	September 2014	We introduced salary sacrifice schemes for cars, mobile and IT technologies in September 2014 and interest free loans for train travel in February 2015.	Staff understand the value of their whole reward package.	As above.
<b>Develop Schemes of Support to secure future opportunity and employment</b>				
Introduce a Support through Change programme	Launched September 2014	The Support through Change programme is designed to support any member of staff affected by change including staff under threat of redundancy.	Staff feel supported and valued by the organisation. To date 180 staff have attended the programme since September 2014.	A report on the first six months usage is going to CMT in April 2015.

<b>Develop an ongoing scheme to recognise outstanding work in our organisation building on the success of the 2011 eXtra Factor Awards</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Continue to run the eXtra Factor Awards and the Monthly Employee of the Month Awards	Ongoing	The eXtra Factor Awards have continued year on year, as have the monthly awards.	We show recognition for outstanding teams and people so that staff feel properly valued.	We have recently evaluated the last eXtra Factor Awards that were held in December 2014, and will be feeding back what we have learnt to a meeting of CMT, with a range of options for taking staff recognition forward.

<b>Wellbeing and Engagement</b>				
<b>Provide policies and practices that reflect the requirement for new ways and styles of working and service delivery</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Introduce smart working policies and procedures to enable more flexible working practices;	November 2012	An over arching smart working policy was introduced in November 2012 alongside supporting procedures that covered: Flexible working requests: Flexitime arrangements; Part time working; Job Sharing; Compressed hours; and Term Time working	Use of policy is now much more wide spread.  The move to West Offices instigated the development and implementation of the Worker Styles Compliance Note to support Smart Working encouraging a health life balance.	
Put in place a Rolling Programme of review for all HR policies and procedures with the aim of ensuring they are simpler to follow , separate out policy and procedure from guidance , are up to date , legally compliant and reflect the changing council structure.	Ongoing	Rolling Programme for review of Policy and Procedures in place	Streamlined and up to date HR policies	Policies continue to be evaluated, revised, developed and launched as per programme for review. Core people manager training to be evaluated and reviewed to assess ongoing need.

<b>Ensure safe systems of work are in place</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
<p>Risk assessment arrangements in place as are compliance notes which are the CYC Health &amp; Safety Standards</p>	<p>Ongoing</p>	<p>Managers have undertaken risk assessments and these are recorded and actioned.</p> <p>All audits clearly identify outstanding or outdated risk assessments. The audit reports are sent to the Service Manager and copied to the AD, the Directorate Health and Safety Champion and the local union reps</p> <p>Work continues to improve the online risk assessment system.</p> <p>Support with reviewing the Event Safety Manual for the Tour de France</p>	<p>Staff know how to carry out their work safely in the workplace.</p>	<p>Audits and inspections are being undertaken to ensure implementation.</p> <p>An ongoing programme of revision of the compliance notes will be developed focussing on key areas of risk or where new legislation is instigated to ensure CYC remains current.</p> <p>Work is ongoing with ICT colleagues to ensure the Council's software remains current and fit for purpose.</p> <p>The service will continue to support the work of the Safety Advisory Group in relation to major events to minimise the risks posed.</p>

<b>Ensure managers have the knowledge and skills to carry out effective risk assessments</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Risk assessment Training is Provided	Ongoing	Risk assessment training has been undertaken	<p>Managers promote a health and safety culture at work.</p> <p>55 courses including formal risk assessment (Management of Risk, Contractors, Asbestos) and dynamic risk assessment (Conflict Management &amp; Ladder Safety).</p>	Training courses on health and safety roles, responsibilities for Chief Officers planned for April and May 2015
<b>Improve Incident Reporting and Investigation</b>				
Awareness of accident/incident reporting procedures to be increased	Ongoing	<p>Awareness raising activity has been undertaken through Buzz and other local meetings.</p> <p>It also included as part of induction process.</p> <p>Formal process for notifying trade unions has been agreed.</p>	<p>Staff and managers are much more safety conscious and aware of their responsibilities through awareness training. It also included in the formal induction process</p> <p>Improved engagement with Trade Unions and Service areas through new governance frame work.</p> <p>Aim for incident investigations to be completed within 28 days (as per compliance note)</p>	<p>Addition awareness raising activities undertaken e.g. at staff briefings</p> <p>Compliance Note currently being revised in consultation with Trade Unions</p> <p>IT development underway to improve ease and efficiency of recording and reporting</p>

<b>Improve the provision of health surveillance and occupational health services to focus on improving attendance, wellbeing and proactive support</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
<p>New contract in place with Health Management Limited.</p>	<p>By April 2014</p>	<p>Communications to all staff and training given for managers</p> <p>Cascaded communications of new 24/7 helpline for staff.</p>	<p>Minimise Sickness absence and improve support to individuals when suffering ill health – too early yet to determine the impact.</p> <p>Between 01/04/14 and 31/12/14 389 employees were referred through Health Management to either an Occupational Health Nurse or Physician. (projected annual figure 519)</p> <p>Between 01/04/14 and 31/12/14 60 employees took up the offer of 6 counselling sessions. (projected annual figure 80)</p>	<p>Training course developed for managers on employee support services and making meaningful referrals. Pilot held with really positive feedback and this is to be rolled out from April 2015.</p>

Develop a programme of wellbeing activities and initiatives accessible to all the workforce	Timelines	Narrative	Key Outcomes	Future Work
Run a series of Wellbeing events for staff	Launched October 2013 and then on going	<p>Staff have benefitted from training in :</p> <p>Building Resilience freely available from the WDU.</p> <p>Mindfulness taster sessions were provided as part of a Wellbeing event and further sessions have been partly funded by the Staff Lottery</p> <p>Events have included 'time to change' Mental Health and Wellbeing Drop in sessions with the Occupational Health Nurse.</p>	Staff are now much more aware of the impact stress and anxiety have on their work and home lives and are now much more likely to report stress and anxiety at work.	As part of sickness absence/health improvement project work is ongoing to develop a series of wellbeing events to coincide with National events is to be introduced.

<b>Develop a Dignity at Work Policy</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
<p>Review bullying and harassment policy and procedure. Develop, launch and replace with a Dignity at Work policy and procedure</p>	<p>October 2012</p>	<p>Revised procedure was put in place in October 2012            To assist managers in handling Dignity at Work cases a managers toolkit was later launched in August 2014 to sit alongside and support ongoing training for managers run by ACAS (part of corporate training programmed under “people manager” .            First contact network (FCN) also in place. (FCN are fellow employees that provide confidential support to colleagues providing information on ways to manage Dignity at work issues).</p>	<p>Staff are aware that bullying is not tolerated by the Council. The number of formal complaints raised under the Dignity at Work procedure has remained static since the launch of the revised policy:            Jan to Nov 13 saw employees raising 13 complaints of Dignity at work issues ( with 9 of those being linked to other processes).            Nov 13 to Oct 14 saw 14 complaints being raised .            The majority of these cases did not result in a finding of bullying or harassment.            This is further supported by the staff survey which highlighted that persistent bullying was decreasing.</p>	<p>Continue to publicise the Dignity at Work policy along with the support available;            Continue to monitor HR Management Information on cases to enable evaluation of policy periodically to ensure it continues to be fit for purpose; and to enable consideration of introducing workplace mediation as an alternative way of resolving conflict            Refresh and re-launch First Contact Network</p>

<b>Review how we interact with employees through both collective relations and directly</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Working with Trade Union (TU) colleagues to review existing arrangements and develop and agree new framework to engage with TU's moving forward	March 2013	<p>Agreement in principle reached with the TU's on all aspects of a new TU engagement framework which incorporates:</p> <ul style="list-style-type: none"> <li>- TU recognition;</li> <li>- Revised combined consultative /negotiating structure (previously separate)</li> <li>- Joint Secretaries and</li> <li>- Collective Disputes procedure.</li> </ul>	<p>We have a strong and positive culture of employee engagement.</p> <p>The corporate level of the consultative negotiating committee is being trialled to give all an opportunity to test the proposed revised working arrangements and to allow an assessment of the impact on facility time</p>	<p>Review with TU colleagues success of trial and remaining areas to agree.</p> <p>Agree and implement final framework;</p> <p>Scope and agree both manager and shop steward training in terms of working together to build on and improve trust moving the employee relations climate to a more collaborative approach.</p>

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Set up a staff forum	Established in September 2014. The first staff session was held in September 2013 and run generally every quarter	<p>All staff were given opportunity to join a staff forum as part of the workplace wellbeing survey which took place in Summer 2013. 170 individuals volunteered to join and have had the opportunity to give their views, help shape council wide initiatives and / or invited join special interest groups on a number of topics, for example:</p> <ul style="list-style-type: none"> <li>• New staff discount scheme (Sept 13)</li> <li>• Staff Equality Experts (Sept 13)</li> <li>• Staff Lottery Committee (Nov 14)</li> <li>• New Performance and Talent Management Framework and Behavioural Standards (March, September and Nov 14)</li> <li>• Organisational Development Strategy (May 2014)</li> <li>• Extra Factor Awards (Nov 14)</li> <li>• Secondments (Feb 15)</li> </ul>	These sessions are welcomed by staff with good attendance at every session. It is difficult to quantify what difference this has made in terms of staff engagement, but this will be measured as part of the next staff survey (due September 2015)	<p>The future programme for the next 18-24 months includes topics such as:</p> <ul style="list-style-type: none"> <li>• The council's employment proposition;</li> <li>• Promoting the next staff survey;</li> <li>• Equality &amp; Diversity - EFLG, the equality plan and what it means for you;</li> <li>• Staff Benefits / ICOM review - engaging more staff to join and getting the most out of the scheme;</li> <li>• Innovation and Creativity;</li> <li>• Leadership Framework/Management standards / Engaging Managers;</li> <li>• Change Management – do staff feel supported?</li> </ul>

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Next Work</b>
Increase the visibility of senior leadership through a series of CMT road shows.	A series of 6 road shows took place between April 2013 and July 2013 in both Hazel Court and West Offices	<p>All staff were invited to attend a CMT road show titled “Shaping our future – a conversation”.</p> <p>The events kick started a conversation about the council’s future where staff had the opportunity to get to know senior management team.</p> <p>236 attended (including around 75 at Hazel Court)</p>	<p>The feedback was extremely positive overall, and staff welcomed the opportunity to speak directly to CMT as a group and ask questions. Feedback varied considerable, however the following themes emerged:</p> <ul style="list-style-type: none"> <li>• Consistency of communication</li> <li>• Treating all employees consistently</li> <li>• Opportunity to input into decisions</li> </ul> <p>The feedback from the road shows is now being actioned as part of the Organisational Development action plan</p>	The next series of CMT roadshows will run from May to July 2015 and then again from September 2015

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Review the Staff Equalities Reference Group (SERG)	<p>SERG established: July 2009.</p> <p>Independent review: January 2013</p> <p>Proposed governance arrangements, repositioning and future work plan agreed: October 2013</p>	<p>An independent review of the group was undertaken, resulting in 3 of the 5 recommendations being approved by the Equalities Leadership Group (now known as the Fairness and Leadership Group, FLaG). SERG have now been now rebranded as SEE ( the Staff Equality Experts)</p>	<p>SERG/SEE now report to HR Management team and the Workforce Strategy Steering Group. This has repositioned their work at a more strategic level, increasing impact and avoiding duplication. There are now clearer responsibilities and accountabilities and a feedback loop for all work activities, allowing SEE to measure the effectiveness and impact of their work</p>	<p>To ensure that staff from diverse backgrounds continue to have a voice in the council.</p>

Develop ways of increasing engagement and morale to make the best use of the talents and involvement of staff	Timelines	Narrative	Key Outcomes	Future Work
Undertake a staff survey every two years as part of the commitment to examine staff opinions and encourage involvement as outlined in the Workforce Strategy 2012-15	The last staff survey was open for staff to complete between May and July 2013.	<p>All staff were invited to take part in the survey (excluding schools). The survey was completed by 1,428 staff, which equates to a 42% participation rate (an increase of +5% since the 2011 survey). On the whole, the results of the staff survey were positive and did not imply that there are significant areas of concern or that the council has any general stress related problems at an organisational level.</p> <p>Read the headline results in buzz here:</p> <p><a href="http://www.cybuzz.org.uk/issue-25-january-2014/hr-learning-development/staff-survey-headline-results-and-whats-next">http://www.cybuzz.org.uk/issue-25-january-2014/hr-learning-development/staff-survey-headline-results-and-whats-next</a></p>	<p>Survey results have been disaggregated and issues are being addressed through engagement and regular meeting and workshops. An update on progress, the corporate improvement action plan and the full staff survey results are available in buzz here:</p> <p><a href="http://www.cybuzz.org.uk/issue-28-april-2014/hr-learning-development/staff-survey-update-improvement-action-plans-and-whats-next">http://www.cybuzz.org.uk/issue-28-april-2014/hr-learning-development/staff-survey-update-improvement-action-plans-and-whats-next</a></p>	The next staff survey will take place in September 2015

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Undertake an OD Diagnostic to test organisational culture	May/June 2014	We interviewed 100 staff and councillors in a three week period to elicit their understanding and feedback on the Rewiring programme.	We used the feedback to develop an OD Action Plan.	The Plan runs to September 2016, and is regularly reviewed to ensure its continued relevance to the Rewiring programme.
Innovation learning and development has been made available including lunchtime learning for all staff and leading innovation for managers.	By March 2015	Learning Lunches, Masterclasses, one off events, plus Strategic Innovation and the setting up of the Innovation Network	Based on the training a Innovation Network is being established in CYC to address key problems in new and different ways	The work of the innovation network will inform other parts of organisational development such as Rising Stars and Service to City
Develop an Engagement Toolkit for managers to use with staff	Draft developed in January 2015	As part of the organisational development action plan an on-line toolkit for managers has been developed.	This toolkit will form part of the expected leadership and management behaviours and help managers feel confident in engaging with their teams and staff	This will be launched as part of the Leadership Development Framework later in 2015

<b>Performance and Change</b>				
<b>Develop effective change management processes and support staff through change</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Evaluate approach to current process and practices	Ongoing	Current change management policy and procedure reviewed, informed by feedback from managers, with a fresh approach to how CYC manages change recommended. Consultation and Implementation of changes will take place later in 2015	Ongoing work	New time frame to be set by the organisation for completion of work
Launch Support through Change programme	Launched September 2014	The Support through Change programme is designed to support any member of staff affected by change including staff under threat of redundancy.	Staff feel supported and valued by the organisation. To date 180 staff have attended the programme since September 2014	A report on the first six months usage is going to CMT in April 2015.
Mitigate where possible against compulsory redundancies	Work ongoing since 2010.	Made a commitment to reduce the number of staff made compulsory redundancy from the council. Introduced measures to enhance redeployment terms, maximise redeployment opportunities and support for staff going through change.	Low levels of staff made compulsory redundant % of staff made compulsory redundant. 2010/11 – 28% 2011/12 – 18% 2012/13 – 12% 2013/14 – 18% 2014/15 (ytd) – 22%	To continue in mitigation activity and in supporting staff through change.

<b>Build links with partners and other organisations in the city to identify common workforce issues and develop a shared approach to addressing these</b>	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outcomes</b>	<b>Future Work</b>
Set up a city wide HR Group	Achieved January 2013	The group meets every three months and membership is widely drawn from across the city and from both public and private sectors.	The group has had some influence in bringing together employers and educational providers to look at work experience placements and apprenticeships. It has also influenced local employers around the Living Wage, and has spawned two sub groups, the L&D Group and the E&D group.	The city wide Learning and Development Group which was launched in February 2015 is an important spin off from the HRGroup, and is intended to help build links between employers who have common L&D requirements to establish cost effective cross city L&D solutions.
Set up a City Wide Equality and Diversity Practitioners Network, a sub-set of the HR Directors Group above.	Established February 2014	<p>The network meets approximately every quarter to:</p> <ul style="list-style-type: none"> <li>• Share best practice and resources</li> <li>• Promote local events, seminars or learning opportunities</li> <li>• Work collaboratively to understand areas of under-representation in the workforce profile of employers and develop strategies for addressing priority areas;</li> <li>• Raise the importance of Equality and Diversity within the City;</li> </ul>	<p>16 major employees across the city are part of the network who work together to raise the importance of workforce Equality and Diversity, for example by hosting events and promoting a national and world initiatives:</p> <ul style="list-style-type: none"> <li>• LGBT history month</li> <li>• International Women’s Day</li> <li>• Human Rights Week</li> <li>• World Day for Cultural Diversity</li> <li>• Mental Health Month</li> <li>• York Pride</li> <li>• Ramadan and Eid-UI-Fitr</li> <li>• World Alzheimer’s Day</li> <li>• World Day of Peace</li> <li>• Black History Month</li> <li>• International Day of Persons wit a Disability</li> </ul>	The network will continue to meet quarterly. Representatives from the network will be holding an Employers Recruitment Fair in summer 2015, promoting this to certain communities of interest, to help with their search for work, applying for jobs, helping them write their CVs and interviewing techniques.

Develop a consistent performance management framework through staff appraisal that links to business plans and ensures that staff understand their role and priorities and are supported.	Timelines	Narrative	Key Outcomes	Future Work
Develop a set of Talent Ratings for staff	Ready by January 2014	We worked with staff focus groups to develop an agreed set of talent ratings which are applied to staff following their annual appraisal.	We can now identify where our talent sits inside the organisation.	Next steps are for departments to apply a risk management approach to succession plans.
Launch a new appraisal process which links staff objectives to council priorities	Launched April 2014	The new appraisal process can be accessed on line using iTrent. Staff understand how their work links into and builds into the council's overarching plan.	All staff are expected to have an annual appraisal.	We are making some small changes to the current nine box matrix by disaggregating performance from potential.

<p><b>Ensure that diversity best practice is incorporated into all employment and employee activity and that the workplace is monitored carefully to drive improvement</b></p>	<p><b>Timelines</b></p>	<p><b>Narrative</b></p>	<p><b>Key Outcomes</b></p>	<p><b>Future Work</b></p>
<p>The council has a robust and comprehensive set of employment data</p>	<p>Published August 2014</p>	<p>Although the council has been publishing general workforce statistics for a number of years, their first annual workforce monitoring report was developed and published in 2014. There is comprehensive workforce data on recruitment, selection, leavers and the workforce profile which is driving workforce strategy and management practice</p>	<p>The profile and distribution of the council's workforce is understood. The annual workforce monitoring report is used to inform the council's workforce strategy and management practice. The council's 2014 summary report can be found on the council's website here:</p> <p><a href="http://www.york.gov.uk/downloads/download/3559/annual_workforce_monitoring_report">http://www.york.gov.uk/downloads/download/3559/annual_workforce_monitoring_report</a></p>	<p>The next annual workforce monitoring report will analyse data from April 2014 to March 2015 and will be published in Summer 2015.</p>

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Staff Equality Experts	Autumn 2013 Spring 2014 Autumn 2014 Spring 2015	SEE's remit is to raise awareness of equality and diversity issues across the council, specifically in terms of protected characteristics as per the Equality Act (2010) and to inform and influence change based on feedback from staff engagement activities and awareness raising events.	SEE's work is now more strategically aligned to the workforce strategy. Staff increase their understanding and awareness of the importance of equality, diversity and inclusion issues within the workforce.  An annual report against SEE's work plan and proposed future work is signed off by Council Management team in Autumn each year, with an interim progress report presented every Spring.	The next update on progress will be reported to Council Management Team in May 2014.
Maintain Excellent Status of the Equalities Framework for Local Government – Skilled and Committed Workforce	January 2017/18	Following the three day assessment, a number of areas for consideration relating to equality and diversity agenda in respect of the council's workforce.	Promotes a better understanding of Equality and Diversity in the workplace	Areas for consideration will be incorporated into the next workforce strategy action plan and include: <ul style="list-style-type: none"> <li>• Getting our message across</li> <li>• Improving management skills and competencies</li> <li>• Elected Member development</li> <li>• Engaging with the Trade Unions</li> <li>• Diversifying the workforce</li> </ul>

	<b>Timelines</b>	<b>Narrative</b>	<b>Key Outputs/ Outcomes</b>	<b>Future Work</b>
Embedding a diverse and inclusive workforce	<p>January 2014 and 2015</p> <p>February 2014 and 2015</p> <p>March 2014 and 2015</p>	<p>Organising and publicising a series of events to mark Holocaust Memorial Day, LGBT History Month and International Women's Day</p>	<p>Promotes a better understanding of Equality and Diversity in the workplace</p>	<p>Ongoing</p>