

WORKFORCE DEVELOPMENT STRATEGY (2013)

Introduction

The aim of this workforce development strategy is to support the council to achieve the skilled, motivated and flexible workforce needed to deliver efficient high quality services that will make a difference to the community of Moray.

People; their skills, capacity and commitment are the key to delivering and improving council services. As the challenges of long term financial austerity become a reality for council services it is important that our workforce is deployed, managed and developed effectively to support the Council's strategic and service priorities. The council is committed to balancing the sensitive management of a reducing workforce with valuing and motivating the employees who remain.

Council services and employees will experience significant changes over the coming years as efforts are made to reduce costs and meet increasing demand and expectations as efficiently as possible. The real challenge will be to actively engage employees in this change so that a culture of improvement is created through an empowered workforce that actively contributes to better sustainable services for the future.

Priorities for 2013/14

The Council must radically reform its services in order to meet the needs of Moray in an affordable and sustainable way. Preparations are underway to deliver services within a budget that is predicted to reduce by £30m by 2015/16, beginning with large savings in 2013/14. Inevitably, this will have significant and difficult implications for the Council's workforce, ranging from changes to ways of working to job losses. Reducing and realigning the workforce to meet the Council's future requirements will be the major focus for workforce management activities over the next few years.

While there will be radical change required, it is also important to effectively manage the workforce who will continue to deliver the vast majority of council business (with almost 90% of the budget remaining). Therefore, employee engagement will continue to be a key corporate priority in this challenging environment.

The implementation of transformational change associated with the review and redesign of services will be a continuing theme from previous years. This combined with the difficult financial environment will mean an engaged workforce and strong, consistent leadership are particularly important to the future of Council services.

The main workforce priorities for this plan are:

- Workforce Transformation and Change
- Employee Engagement
- Leadership Development and Capacity

Elements and Objectives: Main Priorities

- **Workforce Transformation and Change:** *manage the contraction and re-shaping of the Council workforce to achieve a sustainable skilled and motivated workforce for the future aligned to the Council's priorities.*

The Council is facing an unprecedented impact on its workforce as a result of the requirement to save an estimated £30m from its revenue budget over the next few years. This is likely to impact on particular services and to challenge the capacity of the Council's well established change management processes to effectively minimise the numbers of compulsory redundancies required.

Therefore, it is planned to enhance the management of change by developing a vibrant internal jobs market and shifting the emphasis of recruitment decisions to focus on transferable skills and attributes as well as the more traditional element of experience in order to reshape the workforce and reduce the redundancy dismissals necessary. This will be achieved by a redirection of finance from the potential cost of redundancy to reinvestment in the future workforce of the council.

The intention is to achieve a reduction in the paybill and number of people employed and to minimise compulsory redundancies, providing security of employment as far as possible.

To address these issues we will:

- ◆ Develop a new approach to recruitment and redeployment: *Transform*
 - ◆ Manage employee relations and consultation comprehensively and sensitively
 - ◆ Continue to manage the workforce implications of the DBS programme
- **Employee Engagement:** *continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment.*

The 2011 Employee Survey results show a strong public sector ethos amongst the workforce. The vast majority of employees enjoy their job, are happy to go that extra mile and believe that they can make a difference in their day to day work. However, the survey also identifies scope for improvement. In 2012 the Council began to address this through an employee engagement programme and it is planned to continue this development to ensure full impact.

We have defined employee engagement as the discretionary commitment and enthusiasm people give to the Council, their services and their colleagues, which means we can provide better services and that it matters to employees that the Council does well. In developing an

employee engagement programme, the Council wants to enable people to be the best they can be at work and recognises this can bring advantage in achieving efficient, high quality services.

The challenge is to set a clear context for employees; to help them recognise the significant difference they are making on a daily basis and in return, to acknowledge that contribution and ensure employees know they are valued. Key to success is embedding corporate priorities in the organisational culture, and giving staff across all services and at all levels opportunities to contribute to the delivery of successful outcomes.

To improve employee engagement we will:

- ◆ Continue development of the elements of the employee engagement programme
 - ◆ Support managers and supervisors to make the engagement programme effective and successful
 - ◆ Monitor and review the programme to seek further improvement
- **Developing Leadership Capacity:** *prepare and develop current and future leaders to meet the demands of local government of the future to ensure the continuous improvement of services.*

Long term constraints on public spending will require innovative approaches to services and a focus on preventative spending through early proactive interventions. Partnership and joint working will also become increasingly important in this agenda to ensure that services respond to local needs

During times of change, management and leadership skills and capacity are a key priority to enable the culture of the organisation to change. The Council wants to focus on being more performance and outcome driven and this is particularly challenging during a period of financial constraint. In 2012 a programme of integrated leadership and management development was developed and it is planned to continue the development and implementation of this with partner organisations.

To develop leadership capacity we will:

- ◆ Provide leadership development, working with public sector partners where possible
- ◆ Continue development of a programme of management development options that suit the whole management structure
- ◆ Ensure the leadership and management arrangements of the Council are aligned to priorities
- ◆ Ensure that managers are focussed on council priorities through performance management and effective engagement

Elements and Objectives: Other Areas to be Progressed

Given the priority that is attached to managing the reduction and realignment of the workforce, less emphasis will be placed on the remaining elements of the Workforce Strategy and for some areas, no action is identified for this reason. However, these remain as part of the strategy as the Council's workforce is a large resource and it is recognised that these are important elements of effectively managing the workforce even in times of challenge and change.

- **Workforce/Employee Development:** *ensure that employees have the skills, competencies and experience required to meet current and future requirements*

The Council operates with a small corporate training unit which aims to meet both organisational and individual training and development needs, largely focussed on corporate needs. There are training resources located in a number of council services and it has been identified that these should be reviewed to ensure that the overall resource is effectively allocated and managed to meet council priorities. Therefore, it is planned to review the organisational design and delivery models in place to address this.

It is recognised that during times of uncertainty and change employees need to be prepared for changes and the impact on jobs but also need to be supported to continue to deliver their current roles. Therefore, this theme will be addressed in the corporate training delivered.

To address these issues we will:

- ◆ Review training resources to ensure these are effectively managed and aligned to corporate priorities
 - ◆ Design and deliver commissioned training to meet specific needs
 - ◆ Provide access to core skills and job specific training
- **Health and Well-being:** *pro-actively support the health and well-being of employees.*

There continues to be a slight reduction in absence rates and to be concerns around absence levels among the teaching workforce, which is poor compared to other Scottish Councils. The main causes of absence in the Council are consistent with the wider workforce with mental health and musculo-skeletal disorders continuing to account for around 50% of all absence. The review of the Health and Work Policy has increased the focus on managing short-term absence, which can be disruptive to service delivery.

The Annual Health and Safety report identified the need to ensure better engagement with staff and stronger leadership in relation to health and safety. Therefore, it is planned to put in place measures to support this

including better compliance monitoring, management awareness activity based on risk, revitalising employee engagement and ensuring effective systems are in place.

To address these issues we will:

- ◆ Take a more targeted approach to particular areas with high absence problems
 - ◆ Develop practices around communication and behavioural health and safety management
 - ◆ Provide support for managers in relation to health and safety and absence management
- **Workforce and Succession Planning:** *address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences.*

The main issue in relation to workforce planning is the reduction and change to the workforce that is identified above. Therefore, while there may be specific issues in certain areas, these have been identified in workforce planning activity undertaken with services and will be taken forward at service level given the corporate focus on workforce transformation and change.

- **Recruitment and Retention:** *ensure that Council services are as well resourced as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies.*

The 2012 Strategy identified action to review the emphasis in recruitment towards competencies and potential. This will form part of the development of the *Transform* proposal which could be developed into mainstream recruitment and so no action is proposed under this heading for the 2013 strategy. The work on the presentation of the employment package is being deferred in light of other priorities.

- **Reward and Recognition:** *have in place fair and competitive pay and conditions that are recognised as such and are free of bias.*

A small number of equal pay employment tribunals remain outstanding and efforts are ongoing to conclude these in line with developing case law and the Council's strategy for managing these cases.

The Council must continue to monitor and sustain its pay arrangements and ensure that the overall employment package continues to be fair and free of bias. An Equal Pay Audit was undertaken in 2010 and no significant issues were identified for attention. This will become a regular review carried out at 3 yearly intervals and is planned for 2013.

Pay and conditions represent a significant spend for the Council and it is important to ensure that these are aligned to council priorities, reflect service demands and represent both good value for the employer and fair

pay to the employees. A review will be undertaken to develop proposals for consideration as part of the council's budget process.

To address these issues we will:

- ◆ Review of terms and conditions for enhancements to pay
- ◆ Manage employment tribunal equal pay cases
- ◆ Undertake an Equal Pay Audit

Plans

The delivery of this strategy is set out in more detail in the Corporate Workforce Plan. The actions are also reflected in the Service Plan for Human Resources.

These issues will develop throughout the year and the management of the workforce will adapt to address the issues as they emerge. Workforce planning requires a long-term approach and so in a number of areas work will build from research and projects carried out under previous workforce plans

Review

Monitoring and review will take place through the Personnel Forum. The Workforce Plans will be evolving documents that are modified to respond to issues as they arise. There will be a formal annual review of the Plans and Strategy.