

**REPORT TO: AUDIT AND PERFORMANCE REVIEW COMMITTEE ON
28 APRIL 2010**

SUBJECT: WORKFORCE PLANNING: 2009 PLAN

BY: HEAD OF PERSONNEL SERVICES

1. REASON FOR REPORT

- 1.1 To inform the Committee of the progress made against the actions set out in the 2009 Workforce Plan.
- 1.2 This report is submitted to Committee in terms of Section J (16) of the Council's Administrative Scheme relating to reviewing current performance information for all services.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee note:

- (i) **the progress made against the actions in the 2009 Workforce Plan (APPENDIX 1).**

3. BACKGROUND

- 3.1 This report is brought before the Audit and Performance Review Committee as one of the five strands of Moray Performs. Reference is also made to the Priorities and Risks Framework used by External Audit to evaluate the council's people management arrangements.
- 3.2 At its simplest, Workforce Planning is about managing the workforce to meet the demands of services now and in the future. The report to the Audit and Performance Committee on 28 August 2009 explained the reasons for workforce planning in terms of ensuring the effective management of the workforce; the impact of the workforce on services; addressing demographic changes and skill shortages; responding to future service requirements and ensuring that the workforce is focused on delivering the corporate priorities.
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- 3.3 Formal workforce planning has developed in the Council since 2006/7 when a simple framework was introduced and data was collated to provide the basis for workforce analysis. In December 2007 the analysis of the employment data was reported to committee and following a period of consultation, the first Workforce Plan was agreed in April 2008 covering the period to 2012. The workforce plan is reviewed annually but actions extend over a longer period of time.
- 3.4 The Audit and Performance Review Committee of 28 August 2009 noted progress against the 2008 workforce plan and noted the approved 2009 plan and the draft Workforce Strategy, which was subsequently approved by the Policy and Resources Committee on 2 June 2009. Workforce planning has also been cascaded through the development of a workforce plan for each department. These reflect both the corporate issues and any issues particular to individual departments.

Progress on 2009 Workforce Plan

- 3.5 An update on progress to date is indicated in **APPENDIX 1**. Most of the actions are well progressed within the year of the plan, however, there have been ongoing difficulties in prioritising the work and achieving target dates. As indicated in the previous report, it was expected that timescales would be challenging due to availability of resources and the way in which work develops as a result of consultation and changes in approach. Planned work has had to be re-prioritised throughout the year as other pressures have emerged, for example work on budget proposals; progress of equal pay cases; employee relations and health and safety issues which need immediate responses.
- 3.6 However, much of the plan has been delivered and in terms of success, the Apprentice Scheme for school leavers continues to flourish with a second cohort having been recruited; around ¾ of equal pay cases are now settled; recruitment material has been reviewed and the jobs portal (myjobscotland.gov.uk) is well established with around 80% of applications being received electronically. The Council has also achieved the Gold Healthy Working Lives award and continues to perform in the top quartile in relation to absence for SJC/Craft/Chief Officer employees with the performance for teaching staff improving to mid-table.
- 3.7 Considerable resources have been devoted to the DBS programme including leading consultation with trade unions and employees; developing policies and employment practices to support new ways of working; working on new organisational and job designs and delivering training to support the changes. This emphasis will continue over the next two years as support and advice is provided to managers leading the changes in departments.
- 3.8 There are a number of areas where work will be completed in the near future and some projects which will be re-prioritised and may be carried forward to the next plan.

- 3.9 Work is underway on the 2010 plan and it is anticipated that this will focus on “right sizing” the workforce, including any workforce reductions that may arise from financial pressures and managing the transformation associated with DBS. A change management policy and specific arrangements to address the DBS issues are already in place having been agreed with the trade unions. These will be implemented to manage the impact on staff and services. Detailed planning is already underway for the first services affected by DBS. It is planned to present the 2010 workforce plan to the next Policy and Resources Committee for consideration.

4. **SUMMARY OF IMPLICATIONS**

- (a) **Corporate Development Plan/Community Plan/Service Improvement Plan:** Workforce Planning supports the Council’s aim of being a good employer. The aim is to take account of the council’s priorities and ensure the workforce is available and prepared to deliver these.
- (b) **Policy and Legal:** None
- (c) **Resources (Financial, Risks, Staffing and Property):** There are no additional resource implications.
- (d) **Consultations:** The Moray Performs Board and the Personnel Forum receive regular reports on the progress of the workforce plan.

5. **CONCLUSIONS**

- 5.1 Steady progress has been made on the 2009 Workforce Plan over the course of the year so that the majority of actions are completed or well progressed and will be completed over the next two months. As anticipated it has been difficult to meet timescales but this has been largely due to the nature of the work and the availability of resources within a small team when other priorities arise. The main focus of work for the 2010 plan is expected to be around “right sizing” the workforce arising from the financial climate and changes associated with DBS. The 2010 plan will be report to the next Policy and Resources Committee for consideration.

Author of Report: Denise Whitworth
Background Papers: previous committee reports
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