

GAPS/ISSUES IDENTIFIED	ACTION REQUIRED	OUTCOME	TIMESCALE	Priority Rating
<b>1. Base Workforce Data: Workforce Profile</b>				
<b>a) Equality Information</b>				
<p><b>Age:</b> The workforce is typically older than the local population with a lower representation of those aged under 35. The number aged 60 is reflective of the local population. Comparisons with other local government employers suggest this age profile is typical in the sector. Consideration should be given to forward planning to ensure succession issues do not arise, with particular regard to key posts.</p>	1. Introduce training schemes aimed at younger people	1. Increase in number of younger people employed.	2012	1
	2. Review employment material to ensure is attractive to all age groups and consider increased employer contact with schools and careers advisers	2. Improve Council image as an employer to wider age group.	Apr 2009	4
	3. Identify key posts in departmental action plans and analyse age profile to undertake succession planning.	3. Council is prepared for the retirement of people in key posts and manages the impact on services.	Oct 2009	3
<p><b>Ethnicity:</b> data for both the council workforce and the local population show that over 99% are white and are mainly British. Work is planned to update and complete records which may improve this information.</p>	<p><b>General:</b> Complete employee profile info to provide fuller information</p>	<p><b>General:</b> statistically reliable current data available for analysis</p>	Oct 2009	3
<p><b>Gender:</b> The Council's workforce is mainly female, compared to a local population which is 50/50 male and female. This is, however, typical of the gender profile for local government. It is of note that the number of females holding senior management posts is in the lowest quartile in Scotland and specific actions to address this should be considered.</p>	<p>1. Ensure that senior jobs are attractive to female candidates by packaging flexible employment conditions.</p> <p>2. Consider specific interventions to encourage the development of current female staff (e.g. mentoring)</p>	1 and 2 Employ more female senior managers	Apr 2010 Apr 2010	2 1

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<p><b>Age Profile of Senior Managers:</b> the proportion of managers at first, second and third tier who could retire in the next 5 years is significant and is higher than other areas of the workforce. This is particularly the case in Environmental Services</p>	<p>Consideration needs to be given to the management requirements of the Council over the next 5-10 years in order that this can be combined with age profile information to develop succession plans. Consideration could be given to defining key management skills and competencies required for corporate management. In particular, consideration should be given to whether a cross-functional manager with generic management skills would be more appropriate and flexible for the future. A development plan could be produced based on current skills and training to fill gaps. Forward planning could build in periods of "designate" appointments or shadowing when a departure is planned so that there is a smooth handover between old and new postholders. This would all lead to increasing the skills of internal candidates which would enhance north recruitment and retention.</p>	<p>Council is prepared for specific retirements. Improved in-house skills for managers. Improved morale as in-house staff feel more valued.</p>	Oct 2009	3
<p><b>Equal Pay</b></p> <p>Ongoing requirement to ensure Council pay structures and terms and conditions are and remain equal pay compliant.</p>	<p>Gather and analyse council pay information against equality criteria (e.g. gender, race, etc).</p> <p>Monitor and review pay arrangements to and take action to address any issues identified.</p>	<p>Fair pay and conditions in place for employees. Action taken to address any inequality. Risks to Council are managed and reduced.</p>	5	Apr 2009
<b>b) Turnover</b>				
<p>Turnover remains relatively low compared to other organisations and to other public sector bodies. Analysis of departmental information does not show significant variations in the figures at this level. Any issues may become apparent from closer examination of breakdowns in the departmental plans.</p>	<p>No specific actions identified</p>			

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Exit information is gathered using questionnaires, however, there have been fairly low numbers returned at this stage. A reminder has been issued to departments. From the information available to date the main reason for leaving a post is career advancement and improved rewards. As a small council Moray tends to see staff moving to its larger neighbours, which may account for some of these resignation reasons. Consideration needs to be given to whether it is desirable to try to retain these staff perhaps by developing in-house career development, possibly increasing breadth of experience rather than hierarchical advancement and whether the whole benefits package can be better presented to employees. However, turnover overall is fairly low and some departures for career advancement are inevitable. The second most common reason is "leaving the area" which is to be expected given the local RAF population and is largely out of the Council's direct control.	Further develop exit monitoring to increase the information gathered	Improved information for analysis and on which to base future action	Apr 2010	2
<b>c) Absence</b>				
Absence rates are relatively good, although figures had begun to climb for teaching staff, this is now under control following the review of the Health and Work policy and a focus in this area. Absence levels across the Council are now falling and employee health will continue to be a focus to ensure this is maintained.	Progress Healthy Working Lives Continue with proactive approach to health and work with focus on mental health and MSDs <sup>1</sup> . Review of H&W policy in 2008. Monitor figures and focus on key interventions	Targets to be set	Apr 2009	4
<b>2. Recruitment and Retention Analysis</b>				
<i>What new posts are anticipated? Are there any potential issues around recruitment/ induction/ backfill?</i>	<i>Plan the recruitment approach, put training in place etc</i>			
<i>Are there any areas where there are significant service issues arising or anticipated from recruitment problems?</i>				
Analysis of recruitment information shows that Educational Services advertise most posts, which is consistent with their turnover figures and the size of the department. There are ongoing difficulties in attracting head teachers and this requires to be addressed in the Educational Services departmental plan	Develop plan to address recruitment of Head Teachers		Oct 2009	3

<sup>1</sup> Musculo-skeletal disorders (MSDs)

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<i>Identify any key posts that may be hard to fill and the service implications of a vacancy</i>	<i>Develop options to address immediate and longer term service issues should a vacancy arise</i>			
The most senior management posts in the Council are all key. The size of the Council means there is a great deal of knowledge and experience carried by a few people for each service. There tend to be a small number of applicants for senior posts and appointments are not always possible on the first occasion. Typically temporary acting up arrangements will be in place for an extended period and this can place pressure on staff and services. Longer term planning and succession options should be developed, at least for first and second tier posts. The recruitment process for these posts also needs to be considered to ensure its effectiveness.	<ol style="list-style-type: none"> <li>1. Review recruitment process for senior staff.</li> <li>2. Review and develop succession plans and knowledge sharing (see above)</li> <li>3. Departments to identify key posts</li> </ol>	<ol style="list-style-type: none"> <li>1. Effective recruitment process suited to Council needs</li> <li>2. As above.</li> <li>3. Prepared for key departures at service level</li> </ol>	<p>Apr 2010</p> <p>Oct 2010</p> <p>Oct 2009</p>	<p>2</p> <p>1</p> <p>2</p>
<i>Is there anything in the local market that may have implications for the workforce and service delivery?</i>				
Continues to be high level of employment in the area which affects available applicants especially for lower graded posts. Not aware of anything else at corporate level. Need to ensure the Council's image as an employer is as attractive as possible to be well placed in the employment market. Feedback from the employee survey is that a substantial proportion of the current workforce would not recommend the council as an employer and this should be tackled. The presentation of employment benefits could be enhanced and publicised.	Review the presentation of the Council's employment package to ensure it is as clear and attractive as possible to current and prospective staff.	Improved image of the Council as an employer (as reported in staff survey). Improved morale as staff are clearer about the benefits of Council employment	Dec 2008	5

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<i>Is there anything in the national market that may have implications for the workforce and service delivery?</i>				
There continue to be difficulties for local government in attracting specialist staff, especially where there is also a private sector market for their skills. There are plans to tackle this at national level but that will take years. Therefore, the Council must ensure it is well placed and has a good image in the national market to maximise recruitment prospects. There is also the introduction of new pay scales across other Scottish Councils as they introduce single status. This could leave Moray's pay rates out of synch with other councils and this needs to be monitored so that recruitment and retention are not adversely affected.	<ol style="list-style-type: none"> <li>1. Review presentation of employment package (as above).</li> <li>2. Gather benchmarking information on salaries from other Councils and review overall packages against recruitment issues</li> </ol>	<ol style="list-style-type: none"> <li>1. As above</li> <li>2. ensure remain competitive in employment market</li> </ol>	Dec 2008 Apr 2009	5 4
New requirements are being introduced for the recruitment of staff working with children and can be foreseen for those working with vulnerable adults. Current recruitment practices do not meet these requirements and need significant development	Review and develop recruitment practices in relation to children and vulnerable adults positions and consider the knock-on to other council posts	New recruitment procedures in place	Oct 2009	3
<b>3. Forward Planning</b>				
<i>What are the issues arising from the Planning processes?</i>				
<b>Financial</b>				
<b>Corporate</b>				
<b>Corporate and Project Management Skills:</b> An increased emphasis on corporate working has led to the decision to try to recruit Project Managers who can work on high level projects and transfer their skills and knowledge to other corporate areas as these develop. The recruitment process needs to be designed to suit this. Consideration will also be given to more cross discipline generic roles.	<ol style="list-style-type: none"> <li>1. Establish recruitment process targeted at corporate working</li> <li>2. Review effectiveness of corporate DBS team and plan to build on benefits</li> </ol>	<ol style="list-style-type: none"> <li>1. effective appointments to key posts.</li> <li>2. Build pool of corporate resources</li> </ol>	Oct 2009 Apr 2009	3 4

<p><b>Management skills</b> require to develop to support move to outcomes focus</p>	<ol style="list-style-type: none"> <li>1. Develop a more generic model of management with skills/competencies to support it (including customer service, performance management, outcomes, etc) moving away from traditional discipline specific management.</li> <li>2. Also consider in recruitment process</li> </ol>	<ol style="list-style-type: none"> <li>1. Council managers can deliver the outcomes required in the SOA without being embedded in a specific discipline.</li> <li>2. Recruit skills and flexibility need for the future</li> </ol>	<p>Apr 2009</p> <p>Dec 2008</p>	<p>5</p> <p>5</p>
<p><b>Recruitment</b> needs to be considered differently to attract the right candidates who can be developed to fulfill the roles the Council needs now and in the future.</p>	<p>Change the emphasis in recruitment from past experience to be more skills and capability based</p>	<p>Build capacity for the future</p>	<p>Dec 2008</p>	<p>5</p>
<p><b>Job Design:</b> Where roles are difficult to recruit to, consider alternatives to provide service delivery</p>	<ol style="list-style-type: none"> <li>1. Consider quasi professional/development roles in hard to recruit areas;</li> <li>2. Re-design jobs to make more attractive and challenging</li> </ol>	<p>Actively address recruitment issues to protect service delivery</p>	<p>Oct 2009</p> <p>Oct 2009</p>	<p>3</p> <p>3</p>
<p><b>Temporary staff</b> to be engaged only where this best suits the needs of the service</p>	<p>Review use of temporary staff, especially long term</p>	<p>Temporary appointments only where essential to give stability and make jobs more attractive</p>	<p>Apr 2010</p>	<p>2</p>
<p><b>Employee moral/engagement</b> should be maximised to ensure an effective and productive workforce</p>	<ol style="list-style-type: none"> <li>1. Ensure actions from Employee surveys are followed through.</li> <li>2. Enhance and prioritise employee communications</li> </ol>	<p>Trust established with staff and feel valued by management, thus provide better service to public.</p>	<p>Dec 2008</p> <p>Dec 2008</p>	<p>5</p> <p>5</p>
<p><b>Service</b></p>				
<p>To be identified within service workforce plans</p>				

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<b>Efficiency Reviews</b>				
<i>What are the issues arising from efficiency reviews</i>				
<p>1. There is likely to be an increased emphasis on shared services although the staffing implications of this are not clear at this stage, the Council needs to be prepared to manage this in due course. The Change Management policy can be used to guide this work.</p> <p>2. Efficiency reviews in Catering and Cleaning also have implications for staff that need to be managed.</p> <p>3. The Efficiency Project will have workforce implications in the short term as project resources must be identified to undertake the work. The process for identifying these resources needs to be put in place. There will be implications arising from this work, which again should be dealt with in detail using the Change Management Policy.</p>	To be developed for specific issues	Effective implementation of the efficiency agenda		
<b>External Developments</b>				
<i>Are there any external developments impacting upon the service, e.g. legislative changes</i>				
<b>Training and Skills Analysis</b>				
<i>Cross refer to Training Quadrant</i>				