

**THE MORAY COUNCIL  
CORPORATE WORKFORCE PLAN 2009**

ACTION REQUIRED	OUTCOME	Completion TIME- SCALE	Progress at May 2010
<b>WORKFORCE PLANNING:</b> <i>Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences</i>			
1. Further develop apprentice and training schemes aimed at younger people	Increase in number of younger people employed.	2012	Apprentice scheme in place. 22 apprentices are employed in the corporate scheme and a number of other apprentices and trainees are employed directly by services (e.g. 16 Craft in Housing DLO). Next apprentices will be recruited in April 2011.
2. Consider increased employer contact with schools and careers advisers	Improve Council image as an employer to wider age group	Apr 2010	Employee Development now working with secondary schools on employability. Participation in local careers fairs and events and with business enterprise activities also in place as required.
3. Develop succession plan for 1/2/3 management structure and develop arrangements for knowledge sharing	Council is prepared for specific retirements.	Oct 2009	Questionnaire developed and agreed by Personnel Forum. Implementation on hold due to sensitivities around budget and re-structuring. Retirement plans questionnaire – Moray Performs Board have agreed this now be taken forward. Planned to undertake during May - underway.  Succession planning proposal developed. Work to assess business case for return on investment required to be undertaken before proceeding. This work has been delayed due to vacancy and budget work and will now be taken forward for discussion with cmt and committee before the summer.
4. Identify key posts in departmental action plans and analyse age profile to undertake succession planning.	Council is prepared for the retirement of people in key posts and manages the impact on services.	Oct 2009	Information requested from departments as part of workforce planning and identified in dept plans. Personnel Forum agreed to note posts identified to date.
5. Consider specific interventions to encourage the development of current female staff (e.g. mentoring)	Employ more female senior managers	Apr 2010	Work delayed due to vacancies and re-direction of resources to budget. Planned for May - underway.
<b>Recruitment and Retention:</b> <i>ensure that Council Services are as well resources as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies.</i>			
1. Review employment packages and material to ensure is attractive to all audiences  • Young people	Improve Council image as an employer to wider employee profile.	Sept 2009	Revised information been prepared amd placed on internet.  Work commencing on total reward package information.

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<ul style="list-style-type: none"> <li>Package flexible options to attract women</li> <li>Total rewards</li> </ul>	Employ more of under-represented groups	Apr 2010	
<p>2. Review recruitment process for senior staff.</p> <ul style="list-style-type: none"> <li>Use competencies in recruitment</li> <li>Recruit generic management skills if model pursued</li> </ul>	<p>Effective recruitment process suited to Council needs</p> <p>Recruit skills and flexibility need for the future</p>	<p>Apr 2010</p> <p>Apr 2010</p>	<p>(i) Recruitment Process: August Forum agreed approach. Trade unions also consulted. Work delayed due to vacancies and re-allocation to higher priority work.</p> <p>(ii) Competencies: Competencies model drafted; consultation commenced and more detailed discussion taken place with trade unions. To progress to committee by June.</p>
<p>3. Review recruitment processes towards competencies and potential</p> <ul style="list-style-type: none"> <li>Establish recruitment process targeted at corporate working</li> <li>Change the emphasis in recruitment from past experience to be more skills and capability based</li> </ul>	<p>effective appointments to key posts.</p> <p>Build capacity for the future</p>	<p>Oct 2009</p> <p>Apr 2010</p>	Competencies model developed subject to committee approval. Proposals on snr recruitment been considered. Assessment centres considered at Personnel Forum in March and options identified for more streamlined recruitment. Proposals being developed to incorporate more skills based approach. Pilot agreed by PF in May and arrangements being put in place.
<p><b>Reward and Recognition:</b> <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i></p>			
<p>1. Review the presentation of the Council's employment package to ensure it is as clear and attractive as possible to current and prospective staff.</p>	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 2009	Revised information been prepared and placed on internet.
<p>2. Monitor and review pay arrangements against equal pay issues and take action as necessary.</p> <ul style="list-style-type: none"> <li>Gather and analyse council pay information against equality criteria (e.g. gender, race)</li> </ul>	Fair pay and conditions in place for employees. Action taken to address any inequality. Risks to Council are managed and reduced.	Dec 2009	Local group being established in NE Scotland to share experience. Information gathering underway. Delayed as staff deployed to budget issue. Statistical information has now been produced and is being analysed with a view to reporting through the Personnel Forum and preparing an initial set of actions by June for conclusion by October.
<p>3. Manage employment tribunal equal pay cases</p>	Cases managed based on strategic overview and management of risk	As Required	Settlement offers made to all EP claimants. ¾ have accepted. Case management discussions at Tribunal in May. Cases to be reviewed against relevant case law within timescales set by ET. Awaiting action from claimants solicitors which is required first.
<p><b>Health and Well-being:</b> <i>pro-actively support the health and well-being of employees to effectively manage sickness absence</i></p>			
<p>1. Continue with proactive approach to health</p>	Target is to achieve absence levels	Ongoing	Statutory PI shows improvement in ranking for teaching staff, now 16 <sup>th</sup> and

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and work with focus on mental health and MSDs <sup>1</sup> . Monitor figures and focus on key interventions	of below 4% on all statutory PIs and to maintain this.		4 <sup>th</sup> for other staff. Action plan for improvement agreed at Personnel Forum in March. Early indications that may be increased absence rates for 2009/10 – work underway to analyse reasons.
2. Seek advice and implement actions to focus on mental health and MSDs	Main causes of absence in council actively supported and managed to reduce absence	Dec 2009	Information been provided to OH provider on absence statistics and issues. They are developing proposals for particular interventions to tackle issues. Response from OH supports work already being developed and further work will take place with OH to progress these.
3. Progress Healthy Working Lives	Achieve Gold HWL Award	Apr 2010	Gold achieved. 2010 plan agreed. HWL Strategy prepared.
<b>Employee Engagement/Morale and Motivation:</b> <i>establish and maintain effective communication and engagement across the workforce.</i>			
1. Enhance employee surveys and ensure actions from surveys are followed through.	Trust established with staff and feel valued by management, thus provide better service to public.	Dec 2009	IS had proposed developing a Scottish LA survey and putting contract in place, therefore, waited for outcome of this. Not progressing and so tender been prepared with view to having survey autumn 2010
2. Enhance and prioritise employee communications		Ongoing	Updating of noticeboards ongoing. No further action proposed.
3. Develop employee conference model based on 2008 pilot and hold annual event(s).		Sept 2009	Arrangements in hand for Sept 2010 conference
<b>Organisational Change and Development:</b> <i>ensure the council and its employees are prepared for change</i>			
1. Reviews of structures, job remits, grading assessments	Smooth transition from current systems to new arrangements  Improved service delivery, with staff well prepared in advance  Savings and benefits achieved	Feb 09 onwards	Support being given to individual projects and themes as required. Considerable work to develop organisational structure, evaluation of grades, change management plans and consultation for all themes. Guide prepared for managers to manage change/consultation. Working on procedures to support employment aspects of restructuring to ensure savings are delivered.
2. Review/Preparation of employment policies and contractual terms	“	“	Flexible working guidance being worked on following consultation. Pool cars been added to travel policy.
3. Develop a competency framework for recruitment and development, particularly	“	“	Proposal drafted and to progress to committee in June.

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

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aimed at front-line staff initially (x-refer to Recruitment and Leadership Items)			
4. Provide training and development to meet skills gaps and support change (job/service specific)	“	“	Training developed for managers leading DBS transformation within services. First stages delivered for Housing and Property services.
5. Transition arrangements for new ways of working	“	“	Contributing to implementation planning for whole programme: timescales, processes, consultation and communication. ED staff participating in training events to ensure learning can be cascaded.
<b>Workforce/Employee Development:</b> <i>ensure that employees have the skills, competencies and experience required to meet current and further requirements</i>			
1. Design and deliver commissioned training to meet specific needs	Issues arising in departments have specific customised training solutions for each situation related to service and employee needs	As required	Ongoing. In place.
2. Provide access to an annual programme of core skills training	Employees can access a range of core personal skills and policy training to ensure currency of skills and knowledge	In place Apr 2009	Ongoing. In place.
3. Deliver the corporate Social Awareness Programme	Employees across all services are aware of key corporate priorities.	Dec 2009	Due to budget position, SAP now being planned for late 2010 with a one-off single day event being prepared for 30 June.
4. Provide training and development to support DBS and change	The council and its employees are prepared to transform and improve services.	As required	See above. Training resource also planned as part of implementation to support employees with new ICT.
5. Provide individual development and support	Support is available for individuals and groups of employees in particular circumstances	As required	Ongoing. In place.
<b>Developing Leadership Capacity:</b> <i>prepare and develop current and future leaders to meet the demands of local government of the future to ensure the continuous improvement of services</i>			
1. Provide an integrated programme of development for councillors and managers		Sept 2009	Management development activity is focussing on supporting the implementation of DBS and will be designed to meet the requirements of

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			the Programme and the individuals leading the transformation in each dept.
2. Consider introducing a Performance management framework for managers: review ERDP and develop a performance management system and tools, particularly aimed at senior managers, including incentives and rewards.	Improved inspection outcomes	Apr 2010	This work is delayed and requires to be re-prioritised.
3. Develop and clarify the role and remit of senior managers based on future requirements and delivering Moray Performs, SOA, etc.	Management roles suit the Council's requirements	Oct 2009	CEx developed job descriptions (1/2 tier) as part of management structure which is currently under review.
4. Consider 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.	Council managers can deliver the outcomes required in the SOA without being embedded in a specific discipline. Improved inspection outcomes	Oct 2009	Corporate role of Directors and Heads of Service emphasised in structure proposals. Will be picked up in job descriptions. On hold pending review.
5. Competency Framework – managers, front-line employees. Identify core corporate management competencies.	Improved in-house skills for managers. Improved morale as in-house staff feel more valued.	Oct 2009	Consideration was given to Improvement Service Framework for front-line staff as contract with Institute of Customer Service has come to an end. Competency model under consultation.
6. Develop training and individual development to meet needs (e.g. coaching, mentoring)	Individuals in post are developed, prepared and supported to deliver the Council's requirements	Apr 2010	Ongoing. In place.
<b>OTHER ACTIONS</b>			
1. Review use of temporary staff, especially long term	Temporary appointments only where essential to give stability and make jobs more attractive	Apr 2010	This work was delayed, however, some work had been undertaken previously to improve the management of temporary contracts. A review of the number of temporary staff employed shows that in 2008 12% (426 fte) of Council staff were temporary, 4% above the norm in the benchmarking survey. Current figures indicate a reduction in temporary staff to 360fte (10%) in 2010. On the basis of the above, it is suggested that the use of temporary contracts is already being managed and is not a priority area of work compared to other issues. Therefore, this item should not be taken forward to the 2010 workforce plan.
2. Develop an exit strategy	Provide for turnover where meets organisational needs	Apr 2010	3 <sup>rd</sup> tier of ill health dismissals under new pension arrangements – due to pension complexities this will be reported separately Pension discretions been to P&R.