

WORKFORCE STRATEGY (2010)

Introduction

People are the key to delivering and improving council services. Our workforce provide the skills capacity and commitment to meet the needs of our community and ensure the council provides high quality services.

Therefore, it is important that the our workforce is deployed, managed and developed effectively to support the Council's strategic and service priorities. Equally, the council recognises the value of our employees and is committed to ensuring a well, motivated and skilled workforce.

Essentially, workforce planning is about supply and demand ensuring that the right people are in place to deliver services at the right time and that these people are managed efficiently. A key issue is preparing for the future and ensuring that plans are in place to secure the workforce and leadership required to continually improve efficient council services. This workforce strategy goes beyond forecasting by aligning people management polices and practices to corporate priorities in order to contribute to the achievement of the Council's goals and support continuous improvement.

A particular focus for 2010/11 will be the impact on the workforce arising from the transformation of services through the Council's Designing Better Services Programme. The difficult financial climate will also have an impact on the Council's workforce as some services contract and demand increases for others. These issues will develop throughout the year and the management of the workforce will adapt to address the issues as they emerge.

Key to the Council's approach will be a commitment to manage the impact on the workforce through planned measures such as vacancy management, retirement plans, voluntary changes, redeployment and re-skilling wherever possible. The Council recognises the contribution of trade unions to this process and will work closely with employee representatives to ensure effective consultation and involvement in managing workforce changes. This approach will be incorporated into change management plans tailored to the particular circumstances of each change. The overall aim will be to reduce any negative effects on the council's employees whilst still achieving the change required.

Elements and Objectives

- **Workforce and Succession Planning:** *address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences.*

In common with general workforce trends and local government in particular, the Council has an ageing workforce. There are particular issues associated with succession planning for senior managers. This is a priority which requires action and plans to be put in place to ensure the sustainability of Council services. The Council workforce is also mainly female with a high proportion of part-time working. However, women are under-represented in management roles. Younger people are also under-represented in the workforce and this combined with the "drift" of young people from Moray and low level of entry level career

opportunities for young people in the area, makes developing employment opportunities for young people a priority.

To address these issues we will:

- ◆ ~~Review~~ **Continue** to develop contact with schools and young people
- ◆ Develop succession plans for senior posts
- ◆ **Identify and address barriers** to the development of female staff

Deleted: Review and develop our apprentice and training schemes

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.*

Deleted: Page Break

The Council has typically experienced difficulty in recruiting to specialist, professional and managerial jobs. These issues have been common in recent years due to the employment market. The geography of the area and the local economy contribute to this as travel is not easy and there are few major employers making the area less appealing where more than one member of the household is seeking employment. The change in the general employment market is beginning to provide an increase in the numbers of candidates. However, the Council needs to ensure it is as well placed as possible in the employment market and has an attractive employment package to offer, which is also recognised by current employees.

To address these issues we will:

- ◆ ~~Review~~
- ◆ Review recruitment for senior staff
- ◆ Review the emphasis in recruitment towards competencies and potential

Deleted: Review employment packages to be as attractive as possible

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

The Council introduced a new grading structure and conditions of service in December 2006 to implement Single Status and address long standing equal pay issues. A review of Craft Operatives pay and conditions has also been completed. The Council has a number of equal pay employment tribunals lodged against it and the strategy for managing these cases needs to be continually monitored and reviewed against developing case law. The deployment of the strategy to date has led to the number of cases being significantly reduced. 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.

Deleted: Work is nearing conclusion on a

Deleted: now

Deleted:

To address these issues we will:

- ◆ Review employment package to present benefits clearly, including a total rewards approach
- ◆ Monitor and review pay arrangements against equal pay issues
- ◆ Manage employment tribunal equal pay cases

Deleted:

- **Health and Well-being:** *pro-actively support the health and well-being of employees to effectively manage sickness absence.*

The pro-active approach to absence introduced in 2006 proved to be largely successful with absence reducing year on year and the balance between long and short term absence changing. However, recent statistics (2009/10) show an increase and there continue to be concerns around absence levels among the teaching workforce, which have increased over the last 12 months following some initial improvement. The main causes of absence in the Council are consistent with the wider workforce with mental health and musculo-skeletal disorders accounting for around 50% of all absence. The Council has set a target of an overall absence rate of 4%.

Deleted: In 2006 the Council identified that absence rates were increasing among its workforce and decided to introduce a new

Deleted: focus on maintaining and supporting the health of employees with a view to more effective management of absence. This has

Deleted: T

Deleted: have been some

Deleted: where the Council's performance was not as strong. However, this now seems to be showing signs of improvement

To address these issues we will:

- ◆ Continue with pro-active approach to health and work
- ◆ Seek advice on actions to focus on mental health and MSDs
- ◆ Pro-active work to address teacher absence levels



- **Employee Engagement/Morale and Motivation:** *establish and maintain effective communication and engagement across the workforce.*

Deleted: Progress Healthy Working Lives to Gold

Formatted: Bullets and Numbering

The Council has carried out 2 employee surveys (2006 and 2008) to gauge the engagement of employees. Both surveys showed relatively low rates of return and there was a significant change in the demographic of those returning the two surveys. Therefore, it is difficult to draw well-founded conclusions. The most significant areas flagged for attention in both surveys relate to communication and visibility of senior management and in a large organisation this is not unexpected. A 3rd survey is planned for 2010 and the supplier will be specifically asked to address the issue of returns. The Council will also consider how employee opinion can be measured on more specific issues such as the DBS programme. The Council wants to ensure employees are well motivated and engaged and to make the most of our internal communications.

Deleted: .

To address these issues we will:

- ◆ Undertake regular employee surveys and ensure actions are followed through
- ◆
- ◆ Develop annual employee conference events

Deleted: Enhance

Deleted: Enhance and prioritise employee communications

- **Organisational Change and Development:** *ensure the council and its employees are prepared for change.*

The Council faces significant financial pressures over the coming years and the impact on public spending is likely to be a long term situation. For the first time, the Council is embarking on a major long-term change programme to address the financial issues in a planned way while also improving services (Designing Better Services - DBS). This wide ranging programme of projects will have an impact across all services and employees. The organisation needs to be prepared to develop and deliver the change and to sustain current services during the process.

Deleted: there is likely to be further

Deleted: to come

However, DBS will address only a relatively small part of the savings the council must make. Therefore, there will be a further significant impact as some services

reduce or cease. In contrast the ageing population will place additional demands on council services, which must also be managed in a contracting budget situation. Therefore, while some areas of the workforce may shrink, there will continue to be demand in others and careful management will be required to manage and mitigate the effects on employees.

To address these issues we will:

- ◆ Review and redesign structures and job remits
- ◆ Carefully plan the people elements of the transition to new service structures
- ◆ Provide training and development to meet skills gaps and support change
- ◆ Manage employee relations and consultation comprehensively and sensitively
- ◆ Develop a planned approach to the impact of the budget on our workforce

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. The communication of corporate priorities and themes so that employees are aware of these in their day to day work and to build communication and interaction across services is important to the Council's overall goals. Employees need to be prepared for the changes arising from DBS and the changes in jobs this will bring but also need to be supported to continue to deliver their current roles.

To address these issues we will:

- ◆ Design and deliver commissioned training to meet specific needs
- ◆ Provide access to core skills and job specific training
- ◆ Deliver the Social Awareness Programme
- ◆ Provide training and development to support DBS and change

- **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.*

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 customer focussed and this is particularly challenging during a period of financial constraint. The Council does not have a strong track record of setting priorities and strategic direction and development of our leaders is needed to ensure this is enhanced.

To address these issues we will:

- ◆ Provide a programme of development for managers.
- ◆ Consider introducing a performance framework for managers
- ◆ Develop and clarify the role of senior managers and scope for generic roles.
- ◆ Continue to develop managers on self-evaluation of services with targeted training.

Plans

Deleted: <#>Review and prepare employment policies, procedures and contracts¶
<#>Develop a competency framework for recruitment and development¶

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Deleted: -----Page Break-----

Deleted: also

Deleted: an annual programme of

Deleted: outcome driven

Deleted: res

Deleted: n

Deleted: integrated

Deleted: councillors and

Formatted: Bullets and Numbering

Deleted:

Deleted: ¶

The delivery of this strategy is set out in more detail in the Corporate Workforce Plan and the Departmental Workforce Plans. The actions are also reflected in the Service Improvement Plan for Personnel Services and detailed in the project plans that support this.

Review

Monitoring and review will take place through the Personnel Forum and progress will be reported to the Moray Performs Board. 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.