

**THE MORAY COUNCIL
CORPORATE WORKFORCE PLAN 2010**

ACTION REQUIRED * indicates a revised timescale on an action carried forward from 2009 plan	OUTCOME	Completion TIME-SCALE	Priority Rating (1 high 4 low)
WORKFORCE PLANNING: <i>Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences</i>			
1. Continue to develop employer contact with schools and careers advisers	Improve Council image as an employer to wider age group	Ongoing	4 – in place to be maintained
2. Develop succession plan for 1/2/3 management structure* and develop arrangements for knowledge sharing	Council is prepared for specific retirements.	Oct 2010*	1 – approach drafted implementation/costs to be assessed
3. Review 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 2010	1 – annual update of current info
4. Consider specific interventions to address any barriers and encourage the development of current female staff (e.g. mentoring)	Employ more female senior managers	July 2010*	2 – work in hand
Recruitment and Retention: <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 recruitment process for senior staff. <ul style="list-style-type: none"> ▪ Use competencies in recruitment ▪ Recruit generic management skills if model pursued 	Effective recruitment process suited to Council needs Recruit skills and flexibility need for the future	Apr 2011* Apr 2011*	3 – ltd recruitment takes place
2. Review recruitment processes towards competencies and potential <ul style="list-style-type: none"> ▪ Establish recruitment process targeted at corporate working ▪ Change the emphasis in recruitment from past experience to be more skills and capability based 	effective appointments to key posts. Build capacity for the future	Oct 2010* Oct 2010*	3 – would be possible to continue with current meantime
Reward and Recognition: <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i>			
1. Consider use of total rewards approach in employment materials and communicate to workforce	True reflection of benefits of council employment and better understanding within workforce to improve Council image as an employer.	Apr 2011*	3 – desirable, emerging trend and will aid perception of council but could be delayed
2. Monitor and review pay arrangements against equal pay issues and take action as necessary. Gather and analyse council pay information against equality criteria (e.g. gender, race)	Fair pay and conditions in place for employees. Action taken to address any inequality. Risks to Council are managed and reduced.	Oct 2010*	1 – essential legal requirement. Potential risks
3. Manage employment tribunal equal pay cases/	Cases managed based on strategic overview and	As Required	1 - unavoidable

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3. Manage employment tribunal equal pay cases	management of risk		e responsive work. Other work may be re-prioritised in favour of this
Health and Well-being: <i>pro-actively support the health and well-being of employees to effectively manage sickness absence</i>			
1. Continue with proactive approach to health and work with focus on mental health and MSDs ¹ . Monitor figures and focus on key interventions	Target is to achieve absence levels of below 4% on all statutory PIs and to maintain this.	Ongoing	2 – reducing performance needs to be tackled
2. Work with Occupational Health to implement actions to focus on main causes of absence (mental health and MSDs)	Main causes of absence in council actively supported and managed to reduce absence	Sept 2010*	2
3. Develop actions to support management of absence among teaching workforce.	Improve absence rates for teaching staff	Apr 2011	2
Employee Engagement/Morale and Motivation: <i>establish and maintain effective communication and engagement across the workforce.</i>			
1. Undertake Employee Survey and develop actions to address issues identified	Employee views known and responded to to improve morale as indicated in future surveys	Dec 2010	2
2. Develop employee conference model based on 2008 pilot and hold annual event(s).	Improved employee awareness of corporate issues and visibility of senior staff (in response to previous staff feedback)	Sept 2010*	3 – follow up on commitment from employee survey.
Organisational Change and Development: <i>ensure the council and its employees are prepared for change and supporting the implementation of change</i>			
1. Organisational Design: development of staffing structures to deliver project outcomes. Including new and existing 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	Per DBS timescales	1 – other work may be re-prioritised in favour of this
2. Detailed Implementation Planning for human resource aspects of implementation of change for each service transition. Including transition to new structures, appointments, contract changes, at risk employees	“	Per DBS timescales	1 – other work may be re-prioritised in favour of this
3. Provide training and development to meet skills gaps and support change (job/service specific: ▪ Management training to support the changes ▪ Employee training on new skills required	“	Per DBS timescales	1 – other work may be re-prioritised in favour of this
4. Employee relations aspects of managing change at service and corporate level including formal consultation with trade /	“	Per DBS timescales	1 – other work may be re-

¹ Musculo-skeletal disorders (MSDs)

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4 trade unions and employees through HR change management plans		Per DBS timescales	prioritise d in favour of this
5. Develop a planned approach to the impact of the budget on our workforce	Any workforce reductions dealt with in a timely and managed way to minimise the need for compulsory changes.	Per budget timescales	1 – other work may be re-prioritise d in favour of this
Workforce/Employee Development: <i>ensure that employees have the skills, competencies and experience required to meet current and future requirements</i>			
1. Deliver the corporate Social Awareness Programme	Employees across all services are aware of key corporate priorities.	Dec 2010	3 – subject to budget pressures
Developing Leadership Capacity: <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			
2. Review of training activity across the Council to ensure a corporate approach that focuses resources on priorities	Savings generated and available resources maximised	Apr 2011	2 – linked to when saving required
3. Consider introducing a Performance management framework for managers: review ERDP and develop a performance management system and tools, particularly aimed and senior managers, including incentives and rewards.	Improved inspection outcomes	Dec 2011	4
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	Dec 2011	4
5. Further develop and implement Competency Framework – managers, front-line employees.	Clear criteria for recruitment and development of staff which should enable focus on meeting council requirements	Dec 2010	3