

REPORT TO: POLICY AND RESOURCES COMMITTEE – 25 MAY 2010

SUBJECT: WORKFORCE PLANNING: Progress on 2009 Plan and Proposed 2010 Strategy and 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 and to ask the Committee to consider the priorities and agree the Workforce Strategy and Plan for 2010.
- 1.2 This report is submitted to Committee in terms of Section 35(a) of the Council's Administrative Scheme relating to the deployment of employees.

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).**
- (ii) Consider and approve the revised Workforce Strategy (Appendix 2) and the proposed Workforce Plan (Appendix 3) for 2010.**
- (iii) That the Workforce Plan will be kept under review by the Moray Performs Board in response to significant workforce issues that may emerge from the financial pressures.**

3. BACKGROUND

- 3.1 At its simplest, Workforce Planning is about managing the workforce to meet the demands of services now and in the future. In 2006, the Council recognised the main reasons for undertaking workforce planning and developing a workforce strategy related to the requirements to:
- ensure the effective management of the workforce, which is a substantial resource in terms of size, cost and impact on services;
 - address/

- address workforce issues in relation to demographic changes and skill shortages;
 - respond to future service requirements arising from legislative, demographic and policy development; and
 - demonstrate that the workforce is focused on delivering the corporate priorities.
- 3.2 Workforce planning has developed in the Council since then through the introduction of a simple framework to collate data and 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 with actions extending over a longer period of time.
- 3.3 At its meeting on 2 June 2009, the Policy and Resources Committee agreed the 2009 Workforce Plan and approved the Council's first Workforce Strategy. The actions in the plan are aligned to the priorities in the Strategy.
- 3.4 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 is indicated in **APPENDIX 1**. Most of the actions are well progressed although there have been some difficulties in achieving target dates. 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 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 /

- 3.8 The Council's Workforce Strategy has been revised to reflect the priority that will be given to managing the workforce within a challenging financial environment over the coming years and to support the transformation of the organisation through the Designing Better Services Programme. The Strategy also recognises that the demographics of the local population will have an impact on the workforce of the Council leading to increased demand for services in some areas and a decline in others. While it is possible to identify the generality of these issues the direct impact on the workforce is not yet known. It will be important to plan for these events as the details emerge in order that the impact can be dealt with in a planned and measured way and this is picked up in the Workforce Plan. The proposed Strategy is attached as **Appendix 2**.
- 3.9 The draft 2010 Workforce Plan focuses on "right sizing" the workforce, including any workforce reductions that may arise from financial pressures and managing the transformation associated with DBS. As stated above, there is an emphasis on pro-active management of employment changes in order to mitigate the impact on employees as far as possible. A change management policy and specific arrangements to address the DBS issues are already in place having been agreed with the trade unions and detailed planning is underway for the first services affected by DBS. These approaches will be expanded and implemented to manage the impact on staff and services as proposals to respond to the financial situation develop.
- 3.10 In terms of the specific actions in the 2010 Plan, there are some that have been carried forward from 2009 in order that planned work can be completed or to progress projects to the next stage. There are also a number of new items (mainly under the heading Organisational Change and Development) directed at the priorities identified above and linked to the outcomes of DBS.
- 3.11 In the current climate there are uncertainties in relation to the future of council services and any resulting implications for the workforce. Some of the issues to emerge could be significant and it will important to recognise and address these corporately. In agreeing a Workforce Plan for 2010 it is important to note that this is not a fixed document, it can be altered or added to as required to meet such priorities as may emerge over the coming months. The Workforce Plan is regularly monitored by the Personnel Forum and the Moray Performs Board. It is suggested that the Moray Performs Board keep the Plan under review in response to significant workforce issues that may emerge from the financial pressures.

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. The Personnel Forum have been consulted on the 2010 Strategy and Plan and are in agreement. Consultation is underway with the trade unions with a meeting scheduled for 24 May. Oral feedback on this will be available at the meeting of the committee.

5. CONCLUSIONS

- 5.1 Steady progress has been made on the 2009 Workforce Plan over the course of the year and the majority of actions are completed or well progressed. The main focus in managing the workforce over the next few years will be around “right sizing” the workforce arising from the financial climate and changes associated with DBS. This is reflected in the revised Workforce Strategy and the Workforce Plan for 2010.
- 5.2 Given the current climate, there may be significant workforce issues that emerge and it will be important to ensure that these are planned and managed at a corporate level and reflected in the workforce plan. Therefore, it is suggested that the Plan is kept under review by the Moray Performs Board in order to respond to any such issues.

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Background Papers: previous committee reports
Ref: p/mgt/reports/p&r/workforce planning
Appendix 1: Workforce Plan Progress 2009
Appendix 2: Workforce Strategy 2010
Appendix 3: Workforce Plan 2010
Appendix 4: Workforce Data (not circulated available in members library)