



REPORT TO: POLICY AND RESOURCES COMMITTEE ON 14 APRIL 2015

SUBJECT: WORKFORCE PLANNING: PROGRESS ON 2014 PLAN AND PROPOSED STRATEGY AND PLAN FOR 2015

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

- 1.1 To update on the progress made against the actions set out in the 2014 Workforce Plan and to propose an updated Workforce Strategy and Plan for 2015.
- 1.2 This report is submitted to Committee in terms of Section III (A)32(c) of the Council's Administrative Scheme relating to the recruitment, training and development, health, safety and welfare policies and practices of the Council.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (i) **consider the progress made against the actions in the 2014 Workforce Plan, as detailed in Appendix A; and**
- (ii) **approves the Workforce Strategy as set out in Appendix B and Plan for 2015 as set out in Appendix C.**

3. BACKGROUND

- 3.1 Workforce planning has developed in the Council since 2006 through the introduction of a framework to collate data and provide the basis for workforce analysis. The Council has reviewed its workforce plan annually since the first plan was produced in April 2008. The actions in the plan are aligned to the priorities in the Workforce Strategy, which reflects the wider priorities of the Council.
- 3.2 Workforce Planning aims to manage the workforce to meet the current and future demands of services. The Council's Workforce Strategy recognises that people are the key to delivering and improving council services and that it is important that our workforce is deployed, managed and developed effectively to support the Council's strategic and service priorities. In particular for 2014 there was a focus on:

- the impact on the workforce arising from financial pressures and service transformation;
- employee engagement; and
- leadership, with other elements taking lower priority.

Progress on 2014 Workforce Plan

- 3.3 An update on progress is indicated in **Appendix A**. Most of the actions have progressed well during the year with many having concluded, moving to implementation or the next stage of development.
- 3.4 The Employee Engagement Programme introduced in 2012 is now well established although the further developments agreed by Policy and Resources Committee on 5 November 2013 (paragraph 7 of the Minute refers) have been challenging to resource against the operational demands on the HR team. This has led to a review of the planned work by CMT/SMT, which is addressed in another report that features on this agenda. Transform, the way in which the Council is managing workforce changes, is active and has been successful in addressing downsizing issues and minimizing compulsory redundancies. The approach used is also now being developed into areas where there have been recruitment issues although this is at an early stage. The partnership with the University of the Highlands and Islands and Highland Council for the delivery of public sector leadership development has produced its first graduates receiving post graduate certificates. The programme has been opened to managers at tier four level in the Council with a view to building capacity for succession planning.
- 3.5 Workforce planning is cascaded to departments by providing workforce profiling information for each service area to Heads of Service for appropriate action to be taken in each area.

Planning for 2015 Workforce Plan and Strategy

- 3.6 Although it is anticipated that any significant focus on the workforce elements of transformation will not come until 2016, change and the management of the contraction and re-shaping of the Council workforce will continue to be a theme for 2015 as services adapt for the future. In particular, the implementation of Transform will continue and work will take place in partnership with the NHS on the integration of health and social care.
- 3.7 Following on from the 2013 Employee Survey results and feedback from employee conferences, a Workforce Culture Group has been created and is considering the issues raised with a view to taking action to develop a more positive workforce culture. The aim is to address issues of trust, behaviour and consistency in management practice to create a positive workforce culture where morale is good, people are proud to work for Moray Council and would recommend it to others. Therefore, clarity of expectations regarding management tasks and behaviours has been identified for action in addition to continuing work on the employee engagement programme.

- 3.8 Leadership is identified in the Strategy as being key in times of change to enable the culture required for innovation and improvement. Work is already underway on the Moray Management Methods which is guidance aimed at developing consistency and on a new Leadership Forum meeting of senior managers to promote corporate working. It is planned to enhance these and to work on a programme of management development options that suit the whole management structure, including addressing consistency of management practice.
- 3.9 The strategy and plan also reflect the training review which was raised through the budget process. The project aims to ensure training resources are organised and used as efficiently as possible to meet priorities and will proceed to implementation in 2015. In addition the implications of increasing the Living Wage will be monitored.
- 3.10 A number of the ongoing activities from the Workforce Plan for 2014 will contribute to the efficiency and change agendas and so it is suggested that they continue to form part of the 2015 plan. In particular, while performance on absence management has improved it is at a slower rate than other councils. Also, absence performance is now benchmarked for the total workforce rather than per employee group and as a result overall the council is in the lower half of the rank of 32 Scottish Councils. Services report that tackling short term absence is having a positive impact on service delivery although it has a less notable impact on the absence statistics. Therefore, work will continue to improve and sustain performance in this area.
- 3.11 Recruitment and retention also arises as an issue this year. Analysis of recruitment patterns reveals that there are recruitment and retention difficulties in particular areas of the workforce. The Committee will be aware of the report to Children and Young People's Committee on 4 February 2015 (paragraph 8 of the Minute refers) in respect of teaching staff. There are similar difficulties in respect of specialist and senior posts in other services. It is suggested that consideration be given to recruitment and retention solutions that promote the employment and training of young people in Moray and to establishing clear pathways for support, training and experience for professional development for professional and specialist posts (grow your own). However, it should be noted that there are limited resources available to develop this area of work and so options will only be considered and prioritised for development when resources and other work pressures permit.
- 3.12 In light of the anticipated workload and available resources, efforts have been made to contain developmental work and in some areas no activity is being recommended. With regard to policy work, this will be kept to a minimal level and it is planned to reduce the frequency of policy reviews to manage this workload. Early discussions are underway with Highland Council on the possibility of joint working in this area. Policies will continue to be reviewed if there is a legislative or other pressing issue to be addressed.
- 3.13 Based on the above, the proposed Workforce Strategy is attached at **Appendix B** and the draft workforce plan 2015 at **Appendix C**. The workforce strategy sets out the high level corporate issues and priorities to be addressed and the workforce plan provides more detail on the actions that will be taken

to address these. The workforce plan is incorporated into the service plan for HR.

- 3.14 The HR team has been particularly challenged to meet requirements again this year and this is of concern in assuring the delivery of the workforce plan and strategy that has been set out. While every effort has been made to contain the planned work to essential requirements that can be delivered, it will be stretching for the team and it is important to be aware of this context.

4. **SUMMARY OF IMPLICATIONS**

- (a) **Council/ Community Planning Priorities:** The council recently approved its 3 year corporate plan identifying how it will contribute to Moray 2023. Section E of the Corporate Plan relates to workforce planning and sets out the 3 priorities that the workforce plan proposed in this report aims to address.
- (b) **Policy and Legal:** None
- (c) **Financial Implications:** There are no additional resource implications.
- (d) **Risk Implications:** The workforce strategy and plan are based on assessment of the issues and risks anticipated in relation to the council's workforce and identify actions to address these. Given the issues noted in paragraph 3.14, it is possible that it will not be possible to complete all of the planned actions with the rigour intended. The actions in the workforce plan have been prioritised and if necessary activity will be reduced on those actions ranked lowest. Monitoring reports are submitted to the Personnel Forum and to CMT and any issues and proposed remediation will be identified to those groups for consideration.
- (e) **Staffing Implications:** There are no staffing implications arising from this report. However, the situation with regards to resourcing the plan within HR is set out in paragraph 3.14 above.
- (f) **Property:** There are no property implications arising from this report.
- (g) **Equalities:** Equality impact assessments are undertaken on each policy.
- (h) **Consultations:** The Personnel Forum receives regular reports on the progress of the workforce plan and has been consulted on the preparation of the draft proposed. The trade unions also receive updates and had the draft plan on their meeting agenda for 27 February 2015. CMT/SMT have also been provided with background information and draft documents for consultation and direction and their views are incorporated into the proposals.

5. CONCLUSIONS

- 5.1** There has been positive progress on the 2014 workforce plan, although workload has been challenging for the HR team and it has been necessary to adjust some of the planned activity in consultation with CMT. For 2015, it is anticipated that there will be ongoing service change to be managed through the now established Transform programme and that employee engagement and leadership will remain key aspects of the workforce strategy in the challenging environment the Council faces.

Author of Report:	Denise Whitworth, Head of Human Resources & ICT
Background Papers:	Annual Workforce Report (statistics) on members' portal
Ref:	p/mgt/reports/p&r/workforce planning Appendix A: Workforce Plan Progress 2014 Appendix B: 2015 Workforce Strategy (Draft) Appendix C: 2015 Workforce Plan (Draft)

Signature: _____

Date: 27 March 2015

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