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**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 13 JUNE 2017**

**SUBJECT: WORKFORCE PLANNING: PROGRESS ON 2016 PLAN AND PROPOSED STRATEGY AND PLAN FOR 2017**

**BY: CORPORATE DIRECTOR (CORPORATE SERVICES)**

**1. REASON FOR REPORT**

- 1.1 To update on the progress made against the actions set out in the 2016 Workforce Plan and to propose an updated Workforce Strategy and Plan for 2017.
- 1.2 This report is submitted to Committee in terms of Section III (B) (27) (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) notes the progress made against the actions in the 2016 Workforce Plan; and**
- (ii) approves the Workforce Strategy as set out in Appendix A and Plan for 2017 as set out in Appendix B.**

**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. For the past few years there has been a focus on:

- Transformation and Change
- Employee Engagement
- Leadership Development and Capacity

### **Progress on 2016 Workforce Plan**

3.3 An update on progress is indicated below. Most of the actions have progressed well during the year. Where possible planned outcomes are specific and measurable in order that performance can be monitored, however, in some areas the results of the employee survey are relied upon and this will not be available until later in the year.

#### **3.4 Workforce Transformation and Change**

- (i) Work has been completed as planned including ongoing progress with the integration of Health and Social Care. An organisational development plan has been prepared to support the service through change.

#### **3.5 Employee Engagement**

- i) Good progress has been made against all of the planned headings. This includes the development of the new intranet *Interchange* which is available to all employees through an external website. Other new developments include the employee suggestion scheme (Bright Ideas); a new teamtalk format and strategy talks published as connect articles. A new colleagues' choice award was introduced to the Star employee awards and new format roadshows have been trialled and are being rolled out in March using the Morayopoly game that was developed for the 2016 employee conferences. Listening meetings have also now been extended to supervisory level staff as well as senior managers. In addition the wide range of existing employee engagement activities continue to be well received (employee conference, service learning visits, the leadership forum, Chief Executive listening meetings).
- (ii) Considerable progress has also been made on the workforce culture project with focussed work and improvements now well established in services. This has included establishing regular team meetings, Employee Review and Development Process and support and training for supervisory staff. Monitoring of impact will take place in June, in addition to the employee survey, although it is anticipated that change will be long term.

#### **3.6 Leadership Development and Capacity**

- (i) Management and leadership development is being reviewed to ensure a programme of development is in place aligned to council priorities for the future. The first step has been to offer a new improvement techniques module in May/June.

### 3.7 Workforce/Employee Development

- i) The new Organisational Development service has been formed by bringing together part of HR, Employee Development and the Social Work Training team. The change took effect on 5 September 2016 following a report to the Council and consultation with staff and trade unions. A statement of training activity across all services has been completed and an Organisational Development framework drafted and agreed via the Personnel Forum for future management of training and development requirements. Most recent feedback from heads of service indicates 76% ERDPs and Professional Review and Development (or equivalent) being completed against the target of 90% by March 2017. There have been challenges for some employee groups and more time has been afforded to manage the volume so it is expected that this figure will rise by the end of the summer.

### 3.8 Health and Well-Being

- i) Performance on absence has improved for teaching staff and remained relatively static in relation to the rest of the workforce. However, the Council's position has declined in comparison to other Scottish Councils. Efforts continue to manage cases in accordance with the Health and Work policy and the issue has been reported to the Personnel Forum and is being considered further by service management teams to identify any actions that may assist in managing absence levels.
- ii) Progress has been challenging in relation to planned health and safety actions, although indications from accident reports and general observation are that culture is beginning to change and awareness of health and safety issues is improving.

### 3.9 Reward and Recognition

- i) The implementation of the 3<sup>rd</sup> edition of the Scottish Joint Council Job Evaluation Scheme has been completed and the issues associated with the long term impact of the living wage have been assessed and reported to cmt.

### 3.10 Other Actions

- (i) Work is progressing in the areas identified and the policy work required has been completed for the end of this plan.
- ii) Workforce planning has been reviewed for each service and discussed with service heads. Relevant issues have been escalated to the corporate workforce plan and service level actions are identified in separate workforce plans for each service that are being drafted by HR.

### **Planning for 2017 Workforce Plan and Strategy**

- 3.11 In terms of the Strategy, it is suggested that a refresh and roll forward of the main three themes would be appropriate given the financial agenda. However, a number of items have been on hold for some time due to resourcing pressures and these have been reviewed for the 2017 plan. As a result, it has been identified that there are issues to be considered in relation to recruitment and succession planning. While these issues are spread across a range of services and jobs, at corporate level the issues within the teaching and early years workforces have been identified for action given the numbers and extent of the impact. However, there are other recruitment issues that will be identified in service workforce plans where there will be more limited capacity for HR to provide support.
- 3.12 Many areas of the workforce plan, which implements the strategy, roll on from year to year as developments and major pieces of work continue in similar areas (e.g. employee engagement, leadership, transformation and change). Therefore, the proposals for the 2017 plan show continuation and progress to the next stage of development.
- 3.13 It is not anticipated that there will be any significant impact from the budget on the workforce before 2018, however, change and the management of the contraction and re-shaping of the Council workforce will continue to be a theme for 2017 as services adapt for the future. In particular, work will continue in partnership with the NHS on the integration of health and social care.
- 3.14 As in previous years, in light of the anticipated workload and available resources, efforts have been made to contain developmental work. With regard to policy work, this will be kept to a minimal level. Policies will continue to be reviewed if there is a legislative or other pressing issue to be addressed.
- 3.17 Based on the above, the proposed Workforce Strategy is attached at **Appendix A** and the draft workforce plan 2017 at **Appendix B**. 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.

## **4. SUMMARY OF IMPLICATIONS**

- (a) **Moray 2026: A Plan for the Future and Moray Corporate Plan 2015-2017:** 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. The actions in the workforce plan have been prioritised and if necessary activity will be reduced on those actions ranked lowest. There has been an expansion of the priorities for the 2017 plan (e.g. recruitment and the Organisational Development plan for IJB) and it will be challenging for the HR service to deliver on all of the work identified and so there is a risk of slippage that could have an impact on services. Monitoring reports are submitted to the Personnel Forum and any issues and proposed remediation will be identified for consideration.
- (e) **Staffing Implications:** There are no staffing implications arising from this report. However, it will be stretching for the HR service to deliver the actions in the workforce plan and this will be monitored carefully.
- (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 were consulted on items that would wish to include in the future plan. 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 2016 workforce plan, although workload has been challenging for the HR team. For 2017, it is anticipated that there will be ongoing development of the workforce culture activities and employee engagement programme. Work is also now required in areas where it has been on hold in previous years and so this has been added for progress as part of the 2017 plan alongside the continuation of other priority workforce activities.