

THE MORAY COUNCIL
SUMMARY OF REVISED CORPORATE WORKFORCE PLAN 2018-19

ACTION REQUIRED	IMPACT OF REDUCING/STOPPING	RISKS AND MITIGATION	RECOMMENDATION
Workforce Transformation and Change: <i>manage the contraction and re-shaping of the Council workforce to achieve a sustainable skilled and motivated workforce for the future aligned to the Council's priorities</i>			
1. Continue to use <i>Transform</i> approach for change management and relevant recruitment	Workforce reductions managed inconsistently and without central professional oversight leading to lack of suitable redeployments	Opportunities for redeployment not realised, number of compulsory redundancies increases Mitigation – continue	PROGRESS
2. Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations and consultations weak and inconsistent	Trade unions dissatisfied with level of consultation and engagement, industrial unrest, increase in employment tribunal claims and reputational damage Mitigation – continue	PROGRESS
3. Work in partnership to support the IJB on the integration of health and social care	Workforce management arrangements for Integration of health and social care are inconsistent, unfavourable to council employees and staff/TU partnership working is poor	Integration arrangements are more favourable to NHS arrangements and workforce with negative impact on council workforce Mitigation – explore provision of core IJB HR resource	PROGRESS
	Risks in a joint working environment are not jointly managed	Inconsistent approach with potential for increased risk for council employees Mitigation – explore MIJB H & S resource	PROGRESS
	Organisational development of partnership and is delayed	Current separate cultures impede overall development of service provision Mitigation – assign progression of OD plan to specific NHS and Adult Services officers, possible temporary IJB OD post.	ON HOLD
Employee Culture, Engagement/Morale and Motivation: continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment and continue to develop a positive workforce culture.			
1. Deliver employee engagement programme	Communication and engagement with workforce deteriorates, visibility of CMT/SMT declines, management activity is inconsistent and employee voice and involvement reduces	Workforce becomes increasingly disengaged, dissatisfied and demotivated with a reduction in overall morale and consequent impact on service delivery Mitigation – engagement programme is reduced to basic level of activity – see appendix 2	PROGRESS AS AMENDED
2. Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	Workforce culture deteriorates, employee involvement reduces and workforce dissatisfaction increases	Increase in employee relations issues Mitigation – continue to promote/embed culture activity to date	PROGRESS AS AMENDED
3. Continue work to enhance management activity and consistency	Management activity becomes inconsistent and poor	Increase in complaints and employee relations issues Mitigation – continue to implement changes so far	PROGRESS AS AMENDED
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>			

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1. Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	Leaders are not developed and equipped to meet the demands of local government now and in the future	Council does not travel in the direction required Mitigation – implement blended development programme based on Improvement Service assistance, North East Learning Collaborative and collaboration with neighbouring authorities	PROGRESS AS AMENDED
2. Provide management and supervisory training to address management standards and a more positive workforce culture	Managers and supervisors are not equipped to lead and prepare the workforce for the challenging agenda ahead	Management practice is weak, culture is poor and employee relations issues increase Mitigation – continue with MMM training, current training and development options and link with development activity from leadership development programme where appropriate	PROGRESS
3. Provide elected member support, training and development required for effective leadership of the council	Elected members are not developed with the effective leadership skills and behaviours required for political leadership	Council has weak political leadership Mitigation – focus programme on requirement for self-directed continuing professional development, promote blended training programme based on IS and collaboration with neighbouring authorities	PROGRESS AS AMENDED
Workforce/Employee Development: <i>ensure that employees have the skills, competencies and experience required and are prepared to meet current and future requirements</i>			
1. Co-ordinate training activity across the council to form a comprehensive view and to ensure it is aligned to the corporate and OD priorities	Employees do not have the skills, competence and experience to deliver the current and future requirements of service delivery	Service delivery is poor, potential for increase in complaints from community, risks from competence issues and reputational damage Mitigation – essential training only based on risk assessment approach, outline OD plans available for services to take forward	PROGRESS AS AMENDED
2. Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	Employees do not have an annual review	Workforce feels disengaged, unsupported and undervalued Mitigation – regular workplace discussions are promoted	ON HOLD
3. Review Management Appraisal Framework	Performance management of managers is inconsistent and managers are not developed to capacity	Quality of management skills and competence decline and capacity of managers to meet demands of future are impeded Mitigation – consistent use of current review and development tool to be continued	ON HOLD
4. OD support to services as required	OD capacity of organisation is compromised	Current behaviours and approach that are not aligned to corporate priorities are left to develop and impact future capacity of services Mitigation – continue with current programmes	PROGRESS

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Health and Well-being: <i>pro-actively support the health and well-being of employees</i>			
1. Support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels	Sickness absence is not proactively managed, absence levels increase, costs of backfill increase and remaining workforce are overstretched and disengaged	Absence is inconsistently managed with potential employment tribunal claims Mitigation – HR support is provided through a helpline unless at final formal stage	PROGRESS AS AMENDED
2. Act together with employees and their representatives to improve workforce consultation and improvement	H & S workforce representatives are not involved in awareness raising	Workforce awareness of H & S remains low Mitigation – focus resources on communication and engagement activity as TUs struggle to resource H & S reps	PROGRESS AS AMENDED
3. Manage risks well by implementing our health and safety system effectively	Quality and practical usability of risk assessments declines, particularly in higher risk services	Increase in number of accidents Mitigation – continue with current plan of risk assessment audits	PROGRESS
4. Share our success and learn from our experience of health and safety practice	Learning from experience does not happen	Poor practice is not improved, risks of harm continue Mitigation – continue with agreed communication plan	PROGRESS
5. Developing the Health and Safety Culture of the council	H & S culture of the council does not improve	Accidents and risks of harm continue Mitigation – implement currently agreed programme of communication	PROGRESS
6. Contractor Control	Manager and supervisor responsibilities for contractor control relationship not fully understood or controlled	Contractors continue to operate out with council agreed H & S parameters and standards Mitigation – continue with plan to improve standards of control	PROGRESS
Workforce and Succession Planning: Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences			
1. Develop and implement the corporate approach to apprenticeships and other schemes aimed at young workers	Future skills gaps remain, young workforce numbers remain low NOTE: initial plans for intake of apprentices overtaken by budget savings	Skill shortages increase and future capacity of workforce is compromised as more experienced employees leave Mitigation – consider developing current workforce where possible with MAs, continue contributing to Skills Framework activity	PROGRESS
2. Work with services on specific challenges (such as early years)	Council is not prepared for national initiatives/specific challenges	Service delivery and reputational damage risks Mitigation – use external funding	ON HOLD
Recruitment and Retention: <i>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</i>			
1. Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	Council image as employer remains static with lack of promotion and marketing as good employer	Difficulties attracting range of suitably qualified and experienced candidates Mitigation – continue to work with SPDS portfolio Talent Management group	ON HOLD
2. Establish pathways for support, training and experience for professional development for professional and	Lack of career progression	Difficulties attracting and retaining candidates with suitable potential Mitigation – continue to develop apprentices	ON HOLD

Appendix 1

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specialist posts			
3. Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	Difficulties with teacher recruitment remain	Unable to recruit sufficient teacher numbers and consequent impact on class sizes/curriculum choice Mitigation – continue to support service developments and link with national and SPDS work	ON HOLD
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. Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	Integrity of pay structure is compromised	Risk of challenge to current rank order of jobs, job evaluation scheme and possible equal pay claims Mitigation – monitor national position through CoSLA and SPDS	ON HOLD
2. Ensure that jobs are well designed and defined to meet future service needs	Jobs may not be amended to suit current and future requirements	Negative impact within services, potential equal pay claims Mitigation – amend as required through change management plans within service changes	ON HOLD
3. Undertaken equal pay audit	Statutory requirement	Non-compliance with statutory requirement	PROGRESS
Other Actions			
1. Employment Policies – rolling review of policies (and development of new)	Council policy and practice may lag behind professional and legislative developments	Outdated / weak management practice Mitigation – keep watching brief through professional body, CoSLA and Improvement Service	ON HOLD
2. Respond to changes in legislation and national policy development	Council approach may lag behind developments in national policy and legislation	Outdated practice leading to possible risk of complaints and employment tribunal claims Mitigation – keep watching brief through professional body, CoSLA and Improvement Service	ON HOLD

Priority rating 4 indicates an ongoing area of work where further development is not required at this stage.