

**THE MORAY COUNCIL
CORPORATE WORKFORCE PLAN 2019 -20**

(Priority: 1 high 3 low, 4 ongoing area of work where further development is not required at this stage, 5 on hold)

ACTION REQUIRED	PLANNED OUTCOME <i>Blue text could be considered for future years or as management indicator</i>	Completion TIME-SCALE	Lead Officer	Priority Rating (1 high 3 low, 4 for ongoing and 5 for on hold)
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 dealt with in a timely and managed way to minimise the need for compulsory changes <u>Measure:</u> reduction in headcount/number of compulsory redundancies	As required	SHRA (AS)	4
2. Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time 1. Positive feedback from trade unions involved in change 2. Satisfaction from workforce involved in change 3. <i>Avert successful appeals and tribunal applications from disgruntled employees/TU's</i> <u>Measure:</u> satisfaction with change management from employees and trade unions for each change	As required	H/HR&IC T/HRM	1
3. Work in partnership to support the IJB on the integration of health and social care	<u>HR</u> Workforce management arrangements in place per plan for 1. Continued HR support to partnership 2. Productive staff/TU partnership working 3. Recruitment and resourcing 4. Workforce Performance and Reporting 5. Policies <u>Measure:</u> 90% of plan completed Outcome Achieved 90% of plan completed	Work plan in development timescales tbc	SHRA (KRM)	1
	<u>Health & Safety</u> Clarity over how risks will be controlled in a joint working environment Improved oversight and management of the Health & Safety risks in the joint environment. <u>Measures:</u> – Introduce a rolling safety audit programme to MH&SC – Roll out use of the NHS safety inspection form to MH&SC premises	Mar 2022	SH&SA	1

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	<u>OD</u> Organisational Development plan implementation underway to support IJB services <u>Measure:</u> 30% of plan delivered by March 2020 60% of plan delivered by March 2021 100% of plan delivered by March 2022	Mar 2022	ODM	2
Employee Culture, Engagement/Morale and Motivation: <i>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.</i>				
1. Deliver employee engagement programme	Workforce engagement in the future design and review of council services associated with modernisation, improvement and transformational work as well as workforce engagement generally; Improvements in: 1. consistency of people management activity 2. positive workforce culture 3. employee involvement and influence in the workplace <u>Measure:</u> Increased employee involvement and positive response to modernisation, improvement and transformational change projects Response to engagement programme monitored for improvement in pulse surveys Positive story telling reports of employee experiences Feedback and impact from workforce culture activities	per approved programme of work	H/HR&IC T	4

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2. Implement and embed actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	<p>Morale is good, people are proud to work for Moray Council and would recommend it to others</p> <p>Positive, trusted working environment is provided where employees confident that the council listens and tackles issues, including bullying and harassment</p> <ol style="list-style-type: none"> 1. Address and improve issues that emerge in 2019 survey 2. Address issues of workload management 3. Enhance people management skills of all managers and supervisors including mental health awareness (cross refer to Health and Wellbeing) 4. Continue to develop communications to ensure these are open and honest 5. Improve workforce perception of role of elected members <p><u>Measure</u>: impact of measures gathered from pulse surveys</p> <p>Positive feedback from targeted services, workforce and workforce representatives</p>	Mar 2020	H/HR&IC T	1
3. Continue work to enhance management activity and consistency	Improved consistency of management practice and increase commitment to employee management and engagement (cross refer to Developing Leadership Capacity)	Mar 2020	H/HR&IC T	1
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. 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	<p>Managers developed to lead challenging agenda and council prepared for the future</p> <p>Develop a revised programme to meet organisational requirements</p> <p><u>Measure</u>: Courses in place and feedback positive</p>	Mar 2020	ODM	1
2. Provide management and supervisory training to address management standards, enhanced management activity and consistency and a	<p>Managers and supervisors across the council developed to lead challenging agenda and council prepared for the future with improved consistency of management practice and increased commitment to employee management and engagement.</p> <ol style="list-style-type: none"> 1. Managers knowledgeable about required management standards and skilled to apply these consistently 	Ongoing	ODM	1

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more positive workforce culture	2. Induction provided for new managers to ensure they are skilled in the MMM and behavioural requirements 3. Provide standards for assessing and planning development needs <u>Measure:</u> more positive responses to people management questions in employee survey. Increased proportion of managers who have attended training and assessment of feedback Improved results in pulse surveys and other forms of workforce feedback Positive feedback from managers attending MMM training Changes in practice are noticed (e.g. increase in ERDPs) Regular updates to Personnel Forum			
3. Provide elected member support, training and development required for effective leadership of the council	Elected members are developed to ensure effective leadership skills and behaviours required for political leadership 1. Develop strategy for development 2. Implement plan to deliver strategy <u>Measure:</u> elected member development evidenced	Dec 2020	ODM	1
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. Monitor learning and development activity across the council and ensure it is aligned to the corporate and OD priorities	Workforce is equipped with the required skills and competencies to provide excellent customer service, be digitally confident and prepared for change. <u>Measures:</u> Above developed and corporate development maximised through: <ul style="list-style-type: none"> - Development activity created to address strategic themes - 90% uptake of internal and external training courses and development activity 	Mar 2020	ODM	1
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	Employee review and development is addressed across the whole workforce and participation rates continue to increase <u>Measure:</u> 90% of erdps and pr&d completed	Mar 2020	ODM	1
3. Review Management Appraisal Framework	Management Appraisal Framework to be reviewed to reflect experience and best practice and ensure optimum performance management and ongoing development	Mar 2020	ODM	1

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	<u>Measure:</u> Above produced and positive feedback received			
4. OD support to services as required	OD support provided that supports services to achieve their outcomes e.g. reduction in violence and aggression in schools, implementation of learning partnership organisation ethos <u>Measures:</u> OD plans produced and implemented Outcomes achieved	Mar 2020	ODM	4
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	To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs. To improve the awareness of and management of mental health (as a main cause of absence) within the workforce <u>Measure:</u> Absence performance indicators	Mar 2020	HRM	2
2. Manage risks well by implementing our health and safety system effectively	Improved quality and practical usability of risk assessments in higher risk services Rolling programme of audits of the health and safety arrangements in the higher risk services or services with specific safety problems (as determined by the H&S team) <u>Measures:</u> – 3 risk assessments reviewed from each of the higher risk areas in rolling programme – 3 toolbox talk reviewed in selected higher risk areas – 3 internal safety inspection arrangements reviewed in selected higher risk areas.	Mar 2020	SH&SA	1
3. Ensure the Council has a suitable policy framework for managing health and safety	Compliance with legislation, guidance, improved safety record, reduced risks. <u>Measures:</u> – Complete specified policy reviews – Increased use of corporate safety management system by managers and staff – Reduced number of health and safety related incidents	Mar 2020	ODM / SHSA	2

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4. Developing the Health and Safety Culture of the council	<p>Managers and employees take responsibility for and give priority to health and safety, sharing success and learning from experience where possible resulting in fewer accidents and health and safety related incidents.</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> - improved Employee Survey response - positive feedback from the workforce and workforce representatives - increased workforce participation in safety forums - improved incident reporting - improved flow of safety related information up and down the channels. - clear messages established around health and safety that are acknowledged by the workforce - 2019 annual health and safety report finds learning from experience established and fewer avoidable incidents occurred - actions from surveys complete e.g. Violence and Aggression in schools 	Mar 2020	SH&SA	2
5. Contractor control	<p>Managers and supervisors fully understand responsibilities related to contractor control</p> <p>Property Service assisted in monitoring the safety performance of framework contractors.</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> – spot checks of maintenance and project contract works. – greater awareness among Council staff of the need for contractor control – review of the arrangements included in last years' service plan 	Mar 2020	ODM/SH &SA	2
Workforce and Succession Planning: Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences				
1. Continue to actively manage vacancies to prepare for future changes	This action will be addressed under workforce transformation and change – Transform activity but is included under this heading to recognise the double impact.			
2. Work with services on specific challenges (eg EY)	<p>Services are supported with specific challenges e.g. Early Learning and Childcare</p> <p><u>Measure:</u> Specific initiatives implemented as required Positive feedback received from services</p>	As required	HRM	3
Recruitment and Retention: 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				
1. Consider recruitment and retention activities to promote	<p>Attractive presentation of Moray Council as an employer</p> <p><u>Measure:</u> Increased number of candidates (who meet</p>	Mar 2020	SHRA (AS)	2

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employment opportunities and profile of Moray Council	criteria) for identified hard to fill posts			
2. Establish pathways for support, training and experience for professional development for professional and specialist posts (GYO)	Pool of potential applicants created for hard to fill posts <u>Measure:</u> Number of successful appointment of trainees to substantive council posts	Ongoing	ODM	4
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	Council prepared should action be required <u>Measure:</u> continued monitoring of national position, more detailed modelling work undertaken with options appraisal and plan of work agreed at Committee	Mar 2020	H/HR&IC T / HRM	1
2. Undertaken equal pay audit	Assessment of extent of pay equality issues within the workforce <u>Measure:</u> Audit completed and action plan prepared to address any issues that emerge	Mar 2022	HRM	3
OTHER ACTIONS				
1. Employment Policies – rolling review of policies (and development of new)	Employment policy areas prioritised and addressed to ensure council employment framework is current and appropriate. 1. Implement format and timetable for policy work <u>Measure:</u> 90% of policies produced and agreed per plan	Mar 2020	SHRA (AS)	3
2. Respond to changes in legislation and national policy development	Council determines approach to new developments and information is communicated to managers and workforce as appropriate and incorporated into relevant training <u>Measure:</u> 90% of planned work completed	As required	HRM	3
3. Information and System Development	Systems are developed to achieve maximum synergies and efficiencies and service information is accurate, relevant and current, providing a useful source of reference, guidance and supporting managers and staff to self-serve. <u>Measure:</u> 75% of planned work completed	Mar 2020	H/HR&IC T	3
ON HOLD				
WORKFORCE AND SUCCESSION PLANNING				
Develop and implement the corporate approach to apprenticeships and	Address future skills gaps Contribute to the development of the younger workforce	On hold	H/HR&IC T	5

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other schemes aimed at young workers	Measure: Project plan delivered as per agreed actions and timescales Number of apprentices across council increases This action will be on hold with normal apprenticeship activity supported and ongoing as normal with a review in 12 months.			
RECRUITMENT AND RETENTION				
Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	Improve the supply of quality candidates into the Moray teaching workforce in order to reduce number of long term vacancies in teacher posts in primary, secondary, promoted posts Measures: Increased retention of NQTs moving into longer term appointments Reduction in number of repeat advertisements for i) teacher posts and ii) promoted posts Reduced reliance on short term temporary cover arrangements Reduced number of long term vacancies	On hold	SHRA (AS)	5