

**THE MORAY COUNCIL
CORPORATE WORKFORCE PLAN 2023-24**

Priority Rating:

- 1 – critical in terms of scale of impact and/or to success of other actions
- 2 – wide scale impact and/or supports achievement of other outcomes
- 3 – clear benefits but importance may be outweighed by other actions
- 4 – ongoing area of work where further development is not required at this stage

ACTION REQUIRED	PLANNED OUTCOME	Completion TIME-SCALE	Lead Officer	Priority Rating
Developing Leadership Capacity: <i>prepare and develop strong and visible current and future leaders to provide the strategic and organisational capacity to develop the agenda for and direction of the organisation</i>				
1. Develop and implement redesigned leadership development to ensure it develops the skills and behaviours necessary for leadership of the corporate and strategic direction required for transformation	Leaders are developed to lead the response to the challenging agenda, the Council is prepared for the future and makes sustained progress in its improvement and transformation work Develop a revised programme to meet organisational requirements <u>Measures:</u> Revised programme developed to meet organisational requirements Leadership development courses in place, leaders developed to lead challenging agenda and feedback positive 1/2/3 tier managers have attended training and show improvements in awareness of key learning points Evaluation programme of impact on practice is developed and implemented	Mar 2024	H/HR, ICT & OD, ODM	1
2. Provide targeted management and supervisory development that is responsive, empowers employees and addresses pressures in the system	Managers and supervisors are developed to lead challenging agenda, empower and enable teams and individuals to foster innovation and create flexibility and adaptability to embrace change and transformation. 1. Targeted interventions and approaches designed to address areas of pressure 2. Responsive and empowered managers developed to cascade responsive and empowered approach to teams 3. Culture of innovation fostered across services <u>Measures:</u> success in instilling changes that move the council to a more sustainable position Increase in positive responses to people management questions in employee survey	Mar 2024	ODM	2
Workforce Planning 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. Review <i>Transform</i> approach to align with workforce implications of change with relevant solutions deployed Continue to actively manage vacancies to prepare for future changes	Workforce reductions dealt with in a timely and managed way to minimise the need for compulsory changes <u>Measures:</u> Reduction in headcount Number of compulsory redundancies Number of departures under voluntary schemes balancing cost and organisational requirements Number of redeployments	As required	HRM / ODM	1

ACTION REQUIRED	PLANNED OUTCOME	Completion TIME-SCALE	Lead Officer	Priority Rating
2. Transformation and change: 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 <u>Measures:</u> Workforce changes completed in accordance with agreed policy and procedure Satisfaction with change management from employees and trade unions for each change taking account of time constraints given extent of budget gap and time available to address it	As required	H/HR&IC T/HRM	4
Organisational Development: <i>ensure that employees are empowered and enabled to embrace and be prepared for change through encouraging flexibility and adaptability as new ways of working are brought in and roles develop and change as a result of service delivery changes</i>				
1. Ensure workforce is empowered and enabled to embrace and be prepared for change	Workforce is prepared for and embraces change, with flexibility to adapt and develop to future requirements <u>Measures:</u> Range and scale of changes demonstrate increased flexibility and adaptability of workforce Improved employee survey results on workforce development questions Positive feedback from change exercises	Mar 2024	ODM	1
1. Review ERDP approach to reflect best practice	Employee review and development approach is refreshed and rolled out across workforce with increased engagement and participation rates <u>Measure:</u> Revised ERDP approach agreed and implemented	Mar 2024	ODM	2
2. Review Management Appraisal Framework	Management Appraisal Framework to be reviewed to reflect current and future requirements of managers and ensure optimum performance management and ongoing development <u>Measure:</u> Above produced, implemented and positive feedback received	Mar 2024	ODM	3
Future Proof Employer of Choice: <i>ensure that Council services are well-resourced by making the Moray employment package as attractive as possible and deploying recruitment strategies tailored to local requirements</i>				
1. Review and refresh recruitment and retention activities to deploy appropriate recruitment strategies that promote employment opportunities and raise the profile of Moray Council as an employer of choice including pathways for development for internal candidates	Recruitment attracts high calibre candidates and council services are well-resourced <u>Measures:</u> Increased number of high calibre candidates for council vacancies in hard to fill posts – to be developed further per service requirements Attrition rates improved (lowered) for areas with high turnover – to be developed further per service requirements Reduced number of repeat adverts Feedback of positive impact from managers through Personnel Forum Career progression opportunities are enhanced	Oct 2023	HRM	1
2. Establish trainee and apprentice programmes where viable solution	Increased number of younger employees in services where there are gaps or difficulties recruiting. <u>Measures:</u> Increased number of trainees/apprentices	Mar 2024	ODM	2

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3. Succession Planning	An approach is developed that builds internal capacity whilst ensuring equal opportunity so that internal candidates are enabled to put themselves forwards for development opportunities that provide the required experience and skill set to apply for promoted positions. Measures: Increased number of internal applicants are confident in applying for promoted posts	Mar 2024	ODM	3
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 with focus on proactive support for attendance and wellbeing	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. To instigate proactive measures to promote health and well-being as preventative measures <u>Measures:</u> Increased number of managers and employees trained in Mental Health Awareness and First Aid 0.5 day per fte reduction in sickness absence levels per annum 0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum Improved survey results on relevant questions Positive anecdotal feedback from trade unions, managers and workforce	Mar 2024	H/HR, HRM, ODM	2