



**REPORT TO: EDUCATION, COMMUNITIES AND ORGANISATIONAL
DEVELOPMENT COMMITTEE 18 NOVEMBER 2020**

SUBJECT: 2019-20 WORKFORCE PLANNING REPORT

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND
ORGANISATIONAL DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1 To inform the Committee of the progress made against the workforce strategy and plan and to consider the proposed interim workforce strategy for the period 2020-2022.
- 1.2 This report is submitted to the Education, Communities and Organisational Development Committee following a decision of Moray Council on 17 June 2020 to agree a simplified committee structure as a result of the COVID-19 pandemic. In the case of this committee the combining of the delegated responsibilities of Children and Young People Services, Governance, Strategy and Performance, (para 9 of the minute refers)

2. RECOMMENDATION

2.1 It is recommended that the Committee:-

- (i) **consider and note the progress made against the 2019 workforce plan;**
- (ii) **note the impact of COVID-19 on the programme delivery; and**
- (iii) **approve the proposed interim workforce and organisational development strategy that prioritises activity for 2020-2022.**

3. BACKGROUND

- 3.1 The Council's Workforce and Organisational Development Strategy and plan respond to the priorities of the Council and set out the work required to support and achieve those priorities.
- 3.2 The Council believes that people are the key to delivering high quality and improving council services and the workforce planning process helps ensure

that the workforce is skilled and equipped, managed and deployed effectively. This helps the council ensure it can meet both the current and future demands on services.

4. PROGRESS ON 2019 WORKFORCE PLAN

4.1 Since the last Workforce Strategy and Plan report to Policy and Resources Committee on 29 October 2019 (para 12 of the minute refers), progress on planned work has been severely impacted by two main factors: resourcing the workforce implications of the management restructure and responding to COVID-19. The scale of the impact of the pandemic is such that an interim workforce and organisational development strategy is proposed.

4.2 Where possible, performance is measured using specific and measurable outcomes and while limited in some areas, progress on most actions has progressed as follows.

4.3 Workforce Transformation and Change

- (i) Budget proposals for 2019/20 were implemented and the workforce implications managed through Transform.
- (ii) Support to Health and Social Care Moray continues with the development of increased understanding and awareness leading to clearer lines of communication

4.4 Employee Engagement and Culture

- (i) The adjusted level of engagement activities progressed as planned until March 2020 at which point all work paused due to the pandemic.
- (ii) The Culture Working Group met regularly to oversee the delivery of the agreed action plan. Support was provided to targeted areas and it was agreed that the majority of the work was also now considered to be business as normal, demonstrating considerable progress and achievement with regard to culture change.

4.5 Developing Leadership Capacity

- (i) A blended approach of development activity designed to improve leadership capacity and internal capacity was successfully implemented with positive feedback.
- (ii) Management and supervisory training continued, again supplemented by the Flexible Workforce Development Fund.
- (iii) A strategy for the development of Elected Members is due at this Committee for approval.

4.6 Workforce/Employee Development

- (i) Continued central management of the corporate training activity and spend has seen identified training needs met.
- (ii) The number of ERDPs is unknown at this point due to the impact of COVID-19.
- (iii) Review of the Senior Manager Performance Framework continues to be on hold.

- (iv) Organisational development support to services continued in targeted areas such as violence and aggression in schools.

4.7 Health and Wellbeing

- (i) The national absence figures for 2018-19 indicated that Moray Council rankings were static for teachers at 21 out of 32 and slightly lower for non-teaching staff moving from 19th to 23rd out of 32. Initial unvalidated figures for 2019-20 indicate fractional increases however the local government benchmarking framework statistics have not been issued so it is not possible to consider what impact this has on the overall rankings. As noted in previous reports, the ranking can be slightly misleading as if every council's figures improve, the individual rankings could potentially stay the same. However, they are useful as a broad indication of Moray's overall position across Scottish Local Authorities. Management of absence cases continues to be supported on a targeted basis. There does however continue to be the potential for more focused work in some areas (for example where there is a direct front line cost for a replacement) and a proposal for this is in the early stages of development.
- (ii) The corporate health and safety team have worked to progress the planned areas of work as well as balance the ad hoc operational demands made on them. This work has been overtaken latterly by the impact of COVID-19 and supporting services with risk assessments and responding to national and clinical guidance as it emerges. A separate report to this Committee contains a more detailed analysis of the work of the team during 2019.

4.8 Workforce and Succession Planning

- (i) This area has seen limited work in the six months before the pandemic began, with support to services on specific challenges where requested.

4.9 Recruitment and Retention

- (i) This work was carried forward from the previous plan with no progress prior to COVID-19.

4.10 Reward and Recognition

- (i) Monitoring of the long term impact of the Living Wage on the pay structure has continued, with early consideration of options to assess the scope and scale of the issues arising from consolidation of the Living Wage as part of the national agreement on pay awards. This work paused in March due to the onset of the pandemic but is now being picked up as a priority.

4.11 Other Actions

- (i) Employment policy work progressed with a number of policies reviewed at Policy and Resources Committee in March 2020, however further planned work also paused in March.

5. 2020-2022 INTERIM WORKFORCE AND ORGANISATIONAL DEVELOPMENT STRATEGY AND PLAN

- 5.1 As noted above, in March 2020 the COVID-19 pandemic overtook normal business. Apart from a small skeleton management team, the HR and Organisation Development (OD) teams were mainly working from home on a much reduced basis or redeployed, mostly to the Grampian Coronavirus Assistance Hub (GCAH). With provision of equipment, this has improved and a form of normal service is now being provided. However much of the work continues to be dominated by the pandemic and the council's requirements to adjust and respond to the national and clinical advice. The support required both centrally and to services in terms of managing risk assessments, operational adjustments to delivery of service, workforce issues and responding to guidance as it emerges means that the focus for the teams for the foreseeable future will be centred around three main themes: health and wellbeing, leadership development and capacity, workforce transformation and change with a small number of other critical developments that are required to be progressed. These are noted in the attached **Appendix A** Interim Workforce and Organisational Development Strategy which is directed by the amended Service Plan which is the subject of another report to this Committee. **Appendix B** sets out the Interim workforce plan to implement the strategy.

6. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The contents of this report are in accordance with the priorities set out in the Corporate Plan and set out how we will make best use of our workforce and resources to support the Council to meet current and future challenges.

(b) Policy and Legal

None.

(c) Financial implications

None.

(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 or ceased on those actions ranked lowest. Given the focus on workforce change through responding to the Best Value Audit Report, COVID-19, budget related changes, modernisation, improvement and transformation 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 challenging for the HR service to deliver the actions in the workforce plan and this will be monitored carefully.

As the Council continues to respond to the pandemic, seeks to transform and modernise and prepares its financial plans, it is likely that specific workforce issues will emerge. Work will be undertaken as proposals are developed to identify the specific workforce issues and these will be managed through the well-established change management and Transform processes. Account will also be taken of the whole council strategic management of these workforce issues as they emerge by involving the HR team in the planning of the required changes.

(f) Property

None.

(g) Equalities/Socio Economic Impact

Equality impact assessments are undertaken on each policy and the workforce implications of budget savings and change proposals.

(h) Consultations

The trade unions receive updates on planned work and will be consulted on items that they 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. This report has also been circulated to Tracey Sutherland Committee Services Officer and their comments are included within the body of the report.

7. CONCLUSION

- 7.1 Workforce planning is a key responsibility for the Council in supporting the delivery of services. The Workforce Strategy and Plan set out how this will be managed. Progress against the actions since October 2019 has been moderate due to the impact on resources of organisational change and the COVID-19 pandemic. Nevertheless work was undertaken against the majority of the workstreams within the strategy and plan. The next stages of workforce planning activity are dominated by the impact of the Council's recovery and renewal activity and the Workforce Strategy and Plan have been refreshed to accommodate the high focus on the main themes that are anticipated will feature in and support the recovery and renewal work.**

Author of Report: Frances Garrow
Background Papers: Full workforce plan adjusted to reflect content of this report
Ref: