

**THE MORAY COUNCIL
INTERIM CORPORATE WORKFORCE PLAN 2020-2022**

(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	Completion TIME- SCALE	Lead Officer	Priority Rating
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	<p>To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs.</p> <p>To improve the awareness of and management of mental health (as a main cause of absence) within the workforce</p> <p><u>Measure:</u> Absence performance indicators</p>	Mar 2022	HRM	2
2. Manage risks well by implementing our health and safety system effectively	<p>Improved quality and practical usability of risk assessments in higher risk services</p> <p>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)</p> <p><u>Measures:</u></p> <ul style="list-style-type: none"> – 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 2022	SH&SA	1
3. 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. 	Mar 2022	ODM/S H&SA	2

ACTION REQUIRED	PLANNED OUTCOME	Completion TIME- SCALE	Lead Officer	Priority Rating
	<ul style="list-style-type: none"> - 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 			
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 2022	ODM	1
2. Provide elected member support, training and development required for effective leadership of the council	<p>Elected members are developed to ensure effective leadership skills and behaviours required for political leadership</p> <ul style="list-style-type: none"> 1. Develop strategy for development 2. Implement plan to deliver strategy <p><u>Measure:</u> elected member development evidenced</p>	Sept 21	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	<p>Workforce is equipped with the required skills and competencies to provide excellent customer service, be digitally confident and prepared for change.</p> <p><u>Measures:</u> Above developed and corporate development maximised through:</p> <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 2022	ODM	1
Reward and Recognition: <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i>				

ACTION REQUIRED	PLANNED OUTCOME	Completion TIME- SCALE	Lead Officer	Priority Rating
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> Consolidation achieved with pay structure adjusted Workforce implications monitored and managed successfully	Mar 2021	H/HR&I CT / HRM	1
OTHER ACTIONS				
1. 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 2022	H/HR&I CT	3
2. 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 2022	ODM	4