

**MORAY COUNCIL**  
**INTERIM WORKFORCE AND ORGANISATIONAL DEVELOPMENT STRATEGY**  
**2020 – 2022**

**Introduction**

Moray Council has a well-developed strategic framework within which the workforce and employment related aspects of the authority are managed and delivered.

Since March 2020 the council has had to respond to unprecedented challenges due to the impact of COVID-19 and the national lockdown. This has created opportunities, new services and new ways of working that would normally have taken several years to design and implement.

The council is still in a period of adapting to the new requirements placed upon it as well as looking to recover its previous progress towards the corporate priorities and service aims and develop in terms of renewal opportunities.

Balancing the additional demands with the original demands on services and the impact of increased homeworking across a significant proportion of the workforce is challenging. During this transitional phase while the council continues to adapt, an interim workforce and organisational development strategy has been developed that highlights the main areas of priority for the short and medium term, and links to the original priorities contained within the current workforce and organisational development strategy that are important for the longer term developments already agreed that remain relevant.

This interim strategy refers to and sits alongside the profile, context and priorities contained within the existing workforce and organisational development strategy (insert as link), without duplicating the narrative. It sets out the requirements that are considered to be the main priorities with regard to delivering the service plan for the next 18 months, at which point a more fundamental review will be considered.

**Priorities for 2020 – 2022**

The main priorities for the next 18 months have been identified from the Best Value Audit Report, the transformation, modernisation and improvement agenda and feedback from the workforce and workforce representatives and managers.

**1      Health and Wellbeing**

The health and wellbeing of the workforce is of paramount importance to the council. The impact of the pandemic has increased the focus on health and wellbeing through concerns over catching the virus, making work as safe as possible through rigorous risk assessment and adaptations but also through the impact of the increased level of homeworking that is being undertaken in terms of the potential for isolation and loneliness. In addition mental health and wellbeing has been a major cause of absence for a number of years.

Proposed Actions – develop options for reducing absence due to mental health and wellbeing reasons, develop support mechanisms for supporting home working and the management of home workers, keep risk assessments up to date and ensure managers and staff understand their responsibilities in this regard

2      Leadership Development and Capacity

The recent Best Value Audit Report highlighted several elements of leadership where the council should be aiming for improvement. It is particularly important during such challenging times that there is clear, decisive and committed leadership to help direct the organisation.

Proposed Actions – continue implementation of redesigned leadership development ensuring the council is well equipped to navigate the challenges. Implement the draft elected member development strategy and programme that ensure elected members are developed with effective leadership skills and behaviours required for effective strategic political leadership.

3      Workforce Transformation and Change

The increase of homeworking, virtual learning and flexible approaches to delivering services requires the workforce to be fully trained and equipped with the appropriate skills and behaviours to deliver their services digitally. The opportunities to embrace transformational change, modernisation and improvement will have a significant impact on the workforce and they need to be supported to do this.

Proposed Actions – preparing and developing the workforce in future requirements such as digital skills. This might be delivering virtual learning to pupils, or providing a front line service using increased digital methods.

4      Other

Some developments are not related specifically to COVID-19 but from responding to national developments. The council has to have in place fair and competitive pay and conditions and regularly monitors the long term impact on the pay structure arising from national initiatives such as the living wage. The council also regularly monitors issues arising from across the council and one such issue is violence and aggression in schools and measures to try to reduce this. The use of information and performance is also of critical importance in terms of evidencing outcomes and improvement.

Proposed Actions – review of the pay structure with regard to impacts arising from the living wage and support for services to achieve a reduction in violence and aggression through a structured plan of activity. Performance and service related information related to outcomes and measures is revised and improved.