

**DRAFT Version 0.1
THE MORAY COUNCIL
CORPORATE WORKFORCE PLAN 2013**

ACTION REQUIRED	OUTCOME	Completi on TIME- SCALE	Priority Rating (1 high 3 low and 4 for ongoing)
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>			
<p>1. Develop <i>Transform</i>: a new approach to recruitment and redeployment:</p> <ul style="list-style-type: none"> • Procurement of systems • Development of job profiles and agreement on competency model • Development of recruitment/redeployment processes • Go live implementation of internal jobs market • Development of support elements for Transform 	<p>Workforce reductions dealt with in a timely and managed way to minimise the need for compulsory changes.</p>	<p>April</p> <p>April</p> <p>April</p> <p>July</p> <p>October</p>	<p>1 – other work may be re-prioritise d in favour of this</p>
<p>2. Manage employee relations and consultation comprehensively and sensitively</p> <ul style="list-style-type: none"> • Continue to develop our planned approach to the impact of the budget on our workforce • Undertake formal consultation with trade unions and employees through HR change management plans 	<p>Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time</p>	<p>As required</p>	<p>1 – other work may be re-prioritise d in favour of this</p>
<p>3. Continue to manage the workforce implications of the DBS programme</p> <ul style="list-style-type: none"> • Organisational Design and implementation for human resource aspects of change for each service, including transition to new structures, appointments, contract changes, at risk employees and homecare scheduling implementation 	<p>Smooth transition from current systems to new arrangements</p> <p>Improved service delivery, with staff well prepared in advance</p> <p>Savings and benefits achieved</p> <p>Impact on workforce managed as effectively as possible to minimise impact on staff</p> <p>Employee relations climate conducive to change via communication and consultation with staff and reps</p>	<p>Per DBS timescales</p>	<p>1 – other work may be re-prioritise d in favour of this</p>
<ul style="list-style-type: none"> • Flexible Working – implementation of to suit service requirements and maximise efficiencies. 	<p>Reduced costs from reduced accommodation requirements and alternative working patterns</p>	<p>Per DBS timescales</p>	<p>1 – other work may be re-prioritise d in favour of this</p>

ACTION REQUIRED	OUTCOME	Completi on TIME-SCALE	Priority Rating (1 high 3 low and 4 for ongoing)
<p>▪ Employee Engagement/Morale and Motivation: <i>continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment.</i></p>			
<p>1. Continue development of the elements of the employee engagement programme</p> <p>(1) Development of:</p> <ul style="list-style-type: none"> • managers' charter • Question Time/Live • Employee Recognition • Listening Days for staff <p>(2) Development of in-house employee survey: Undertake regular employee surveys and ensure actions are followed through</p> <p>(3) Continue the annual employee conference event(s).</p>	<ul style="list-style-type: none"> • Clear statement of management standards and expectations • Recognises team and individual achievement • Question time – allows employees to submit questions or suggestions directly to the chief executive and have responses published • Questions Live – quarterly event providing live interactive webcast for employees with C/E and CMT with opportunities for questions. <p>Council aware of views of employees and can respond and act appropriately</p> <p>Improved engagement with employees and senior managers</p>	<p>July 2013</p> <p>July 2013</p> <p>Oct 2013</p>	<p>2</p> <p>2</p> <p>2</p>
<p>2. Support managers and supervisors to make engagement programme effective and successful (Management Training and Support)</p>	<p>10) Managers enabled to support the implementation of effective employee engagement.</p>	<p>Apr 2012 to Apr 2013</p>	<p>2</p>
<p>3. Monitor and review the programme to seek further improvement (Reaction)</p>	<p>Systematic review of experience and feedback used to assess the effectiveness of the activities, adjust them as required, respond to learning points and for future planning and development of the engagement process.</p> <p>Sharing and Learning from Good Practice</p> <p>Feedback to employees and their representatives of Reaction and measures put in place</p>	<p>Dec 2013</p> <p>Ongoing</p> <p>Dec 2013</p>	<p>2</p>
<p>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></p>			
<p>1. Provide leadership development, working with public sector partners where possible (alternative option required for PSLP)</p>	<p>Managers developed to lead challenging agenda and council prepared for the future</p>	<p>July 2013</p>	<p>2</p>
<p>2. Continue development of a programme of management development options that suit the whole management structure:</p> <ul style="list-style-type: none"> • CMT/SMT Masterclasses • Employee Engagement workshops 	<p>Managers and supervisors across the council developed to lead challenging agenda and council prepared for the future</p>	<p>Ongoing May 2013</p>	<p>2</p>

ACTION REQUIRED	OUTCOME	Completi on TIME-SCALE	Priority Rating (1 high 3 low and 4 for ongoing)
<ul style="list-style-type: none"> • Line manager and supervisory training • Bespoke and individual solutions • Coaching and Mentoring 		Ongoing	
3. Review of Council management structure and arrangements	Ensure the leadership and management arrangements of the Council are aligned to priorities	Oct 2013	1
4. Ensure managers are focussed on council priorities through performance management and effective engagement: <ul style="list-style-type: none"> • review implementation for senior management • Make any amendments and implement revisions 	Council delivers on key priorities and services show improvement	Jan 2014	3
Workforce/Employee Development: <i>ensure that employees have the skills, competencies and experience required to meet current and future requirements</i>			
1. Review training resources to ensure these are effectively managed and aligned to corporate priorities <ul style="list-style-type: none"> • Present options proposal for organisational model • Explore service delivery options and present options • Progress preferred service delivery model • Report to committee and prepare consultation proposals • Consultation on change • Implement any revised structure and delivery model agreed 	Resources are targeted appropriately to council priorities and deployed as effectively as possible	Apr 2014	2
2. Design and deliver commissioned training to meet specific needs	Employees developed to meet specific service demands and changes	Ongoing	4
3. Provide access to core skills and job specific training	Employees developed to meet specific service demands and changes	Ongoing	4
Health and Well-being: <i>pro-actively support the health and well-being of employees</i>			
1. Absence Management – continue implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels <ul style="list-style-type: none"> • Build on improvements in reducing teachers sickness absence by a more targeted approach to particular areas 	Target is to achieve absence levels of below 4% on all statutory PIs and to maintain this.	 Aug 2013 Ongoing	2 – improving performance needs to be supported so will be

ACTION REQUIRED	OUTCOME	Completi on TIME-SCALE	Priority Rating (1 high 3 low and 4 for ongoing)
<ul style="list-style-type: none"> • Provide structured support for managers who find difficulties in managing cases • Review and improve individual case management • Ensure that absence is managed proactively in line with agreed procedures • Identify and implement further measures to prevent and minimise absence 		<p>July 2013</p> <p>Oct 2013</p>	
<p>2. Develop practices around communication and behavioural health and safety management</p> <ul style="list-style-type: none"> • Extend the pilot of 3-tiered communication system • Review and extend the pilot of behavioural safety 	<p>Health and Safety culture is improved to engender improved leadership from managers and better ownership by employees</p>	<p>Oct 2013</p> <p>Dec 2013</p>	<p>2</p>
<p>3. Provide support for managers in relation to health and safety</p> <ul style="list-style-type: none"> • Workshops to equip managers to tackle H&S issues proactively 		<p>Sept 2013</p>	<p>2</p>
<p>WORKFORCE AND SUCCESSION PLANNING: <i>Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences</i></p>			
<p>No specific action</p>			
<p>Recruitment and Retention: <i>ensure that Council Services are as well resources as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies.</i></p>			
<p>No specific action</p>			
<p>Reward and Recognition: <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i></p>			
<p>1. Review of terms and conditions with view to reducing costs</p> <ul style="list-style-type: none"> • Research and consider benefits of alternative terms and conditions packages • Explore feasibility of revised “package” in consultation with Elected Members, CMT and Personnel Forum • Develop revised package if appropriate 	<p>Employment costs managed to ensure sustainable workforce</p>	<p>Oct 2014</p>	<p>1</p>

ACTION REQUIRED	OUTCOME	Completi on TIME-SCALE	Priority Rating (1 high 3 low and 4 for ongoing)
and consult with staff <ul style="list-style-type: none"> • Implement revised package and trade unions 			
2. Manage employment tribunal equal pay cases	Cases managed based on strategic overview and management of risk	as tribunal system dictates	2
3. Undertake an Equal Pay Audit			2
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.	Apr 2013 to Apr 2014	3
2. Respond to changes in legislation and national policy development <ul style="list-style-type: none"> • Changes to consultation timescales • Introduction of OH service for employers – assessment of impact for large employers with current OH provision • Maternity and paternity leave and pay • Parental leave increase (carry over from last year’s policy work) • Enterprise and Regulatory Reform Bill – protected conversations and settlement agreements – determine whether requires any policy change or update to HR staff plus other bits and pieces 	Council determines approach to new developments and information is communicated to managers and workforce as appropriate and incorporated into relevant training.	As required	3

Priority rating 4 indicates an ongoing area of work where further development is not required at this stage.