

HR & OD SERVICE PLAN

1. Service Definition:	The HR and OD Service provides professional advice to ensure compliance with relevant legislation, best practice and industry standards to support the council in delivering its corporate priorities. The six main functions are: HR professional advisory service, corporate employment administration function, payroll, corporate communications, corporate health and safety and organisational development.
2. Service Resources:	Service Resources: 39.95 FTE Budget: Capital £000 Budget: Revenue £000: £2.9M

3. What have we identified for improvement in 2024/25	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Leadership Capacity and Development	Workforce and OD Strategy 2023-2026 BV Consolidated Action Plan 2024 Corporate Plan 2024-2029 Employee Survey 2023 Management of workforce implications linked to budget savings HR metrics Feedback from Trades Union Representatives and Managers Health & Safety Annual Report 2023
Workforce Planning and Change	
Organisational Development	
Recruitment and Retention	
Health and Well-being	
Gender Pay Gap	

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

HR & OD SERVICE PLAN

4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold)
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Establish leadership development programme to address corporate and individual leadership needs.	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. Revised programme in place to meet organisational requirements.	<p>Revised programme developed to meet organisational requirements e.g. distributive, collaborative and adaptive leadership skills that foster and enable a culture of transformation and change, innovation, strategic decision making.</p> <p>Range of leadership development activity in place across management tiers.</p> <p>Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points to illustrate</p>	Dec 2024	H/HR, ICT & OD / ODM	1

HR & OD SERVICE PLAN

			<p>development and appraisals with a 360 degree element to capture personal growth and impact</p> <p>Numbers of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey)</p> <p>Employee survey question(s) on management impact to provide baseline and show improvement over time.</p>			
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	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 and youth employment.	<p>Recruitment attracts high calibre candidates and council services are well resourced.</p> <p>Key corporate priorities and projects are appropriately resourced to ensure completion and achievement of objectives and outcomes.</p> <p>Un-resourced areas are flagged for consideration</p>	<p>Increased number of candidates meeting criteria for council vacancies in hard to fill posts – specifics to be developed further per service requirements.</p> <p>Attrition rates improved (lowered) for areas with higher turnover –</p>	March 2025	HRM	1

HR & OD SERVICE PLAN

		with risks, issues and impacts noted.	<p>e.g. number of leavers within year 1 of employment in Education reduced.</p> <p>Reduced number of repeat adverts and reduction in time taken from advert to first day of employment Feedback of positive impact from managers through Personnel Forum.</p> <p>Number of career progression opportunities are increased.</p>			
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Have in place fair and competitive pay and conditions that are recognised and free of bias.	Assessment of gender pay gap and equality issues	<p>Actions developed and implemented to address issues identified.</p> <p>Improvement in Moray's Ranking for Local Government Benchmarking Framework PI CORP3c The gender pay gap (%) CORP3b % of the highest paid 5% employees who are women</p>	March 2025	HRM	2

HR & OD SERVICE PLAN

			including within Family Group. Increased number of applications and subsequent appointments from ethnic minority groups.			
--	--	--	---	--	--	--

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low and 4 for ongoing, 5 for on hold)
Workforce Transformation and Change	Continue to use Transform approach to change management and relevant recruitment	Workforce change is managed in a structured and consistent way achieves the desired change and reduces the headcount where necessary in accordance with agreed policy approach	Reduced number of employee relations cases related to workforce change Reduction in headcount where required Improved feedback from Trades Unions representatives in relation to change management exercises	Mar 2025	H/HR	1
Organisational Development	Develop and implement initiatives to create a culture where employees are prepared for change. Encourage flexibility and adaptability to support employees to adapt to	Employees are empowered, prepared and enabled to embrace change.	Employee survey questions establish baseline for monitoring improvement on:	March 2025	ODM	1

HR & OD SERVICE PLAN

	new ways of working, including embedding digital skills and competence, to improve efficiency and levels of service.		<ul style="list-style-type: none"> - Impact of training and development to support new ways of working - Levels of confidence in being supported to be flexible and adaptable - Levels of confidence in improved efficiency and levels of service achieved as a result of change <p>Positive feedback from change exercises</p>			
Communications and Engagement	Review and refresh communication and engagement approach that supports corporate and service specific priorities	Corporate vision and priorities are positively promoted in public communication and engagement activities including use of a range of platforms e.g. social media	<p>% of engagement levels increase for public and community-based consultations</p> <p>% of engagement levels increase for participatory budgeting exercises</p> <p>75% of employees aware of council priorities (employee survey question)</p> <p>Citizens engagement as measured by the Scottish Social</p>	March 2026	H/HR ODM	2

HR & OD SERVICE PLAN

			Attitudes Survey will increase			
Health and Wellbeing	Pro-actively support the health and well-being of employees through increased awareness of mental health;	Absence is managed effectively and levels of absence are reduced efficiently and timeously	% of managers and employees trained in mental health first aid	March 2025	HRM ODM	2
	Review proactive measures to reduce sickness absence rates including Day One notification for focus on short term absence.		Reduction in number of days absence per employee			
	Ensure revised operational implementation of absence management procedures are applied by managers		CORP6a Sickness absence days per teacher reduced by 0.5 days per fte			
	Provide support for reducing incidents of violence and aggression in schools as set out in the agreed ASN action plan, working collaboratively with Trades Unions to identify specific actions to help address short term absence	Measures are deployed that support school based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately	CORP6b Sickness absence days (non-teacher) reduced by 0.5 days per fte	Dec 2024	H/HR&HRM	2
			Reduction in time taken to manage absence	Oct 2024	HRM/ODM	1
			Sickness absence due to incidents of challenging behaviour is reduced.			
Best Value Actions	Implement workforce related actions contained within the Best Value Plan in accordance with the agreed timescales	Effective distributive leadership and collaborative working Organisational capacity to deliver services, communication that promotes an improvement focused culture and	Employee survey results show greater than 20% improvement in leadership question results Culture of co-operation and partnership	Dec 2024	H/HR, ICT/OD	1

HR & OD SERVICE PLAN

		effective arrangements to support transformation	evidenced in leadership survey results New Workforce Strategy and Plan agreed and implemented in support of the Transformation Strategy	Sept 2024	H/HR, ICT/OD	1
Continuous Improvement	Undertake self-evaluation e.g. PSIF to measure and evidence continuous improvement	Assurance of continuous improvement that demonstrates Best Value	PSIF completed and reported with clear actions where required.	Dec 2024	H/HR, ICT/OD	2