2025-26 Quarter to December 2025 People, Change and Community Strategy Performance Report - Service Plan Actions

Action Status	
❌	Cancelled
🔴	Overdue; Neglected
⚠️	Unassigned; Check Progress
▶️	Not Started; In Progress; Assigned
✅	Completed

People, Change and Community Strategy Overall Plan Progress							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC2025-28	Community Strategy, People and Change Service Plan	1		31-Mar-2028	Service Plans are measured using a combination of Actions and milestones, which are weighted to reflect priorities as identified and approved at respective committees. Service Plans have Priority ratings ranging between 1 & 4. Actions have been weighted to allow more accurate measurement of progress of the Service Plan by placing a higher value on those Actions rated with a higher priority. Weightings are as follows. Priority 1 (High) - Weighting (3) Priority 2 (Medium) - Weighting (2) Priority 3 (Low)- Weighting (1) Priority 4 (Ongoing) **Strategic Actions** - Weighting (3) Priority 4 (Ongoing) **Service Level** - Weighting (2)	**70%**	▶️

	People, Change and Community Strategy Section 4: Strategic Outcomes or Priorities						
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC STRAT 25-28	Section 4 Strategic Actions	1		31-Mar-2028	Progress of the Strategic element of the plan is measured by 12 Actions. Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.	**71%**	▶

	People, Change and Community Strategy Section 5: Service Level Outcomes or Priorities						
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CSPC SERV 25-28	Section 5 Service Level Outcomes			31-Oct-2026	Progress of the Service Level element of the plan is measured by 12 Actions. Actions have completion dates at various stages of the 3-year plan. Progress will not be uniformed.	**66%**	▶

	Section 4: Strategic Outcomes or Priorities 4.1 Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action						
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT ERC 1 25-28	**Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action.**	1	1. More of the activities, services and plans are influenced by the communities they serve 2. More communities and individuals are more involved in local decision making and in helping to plan and deliver of local services	30-Jun-2026	The overall progress of this Theme is determined by the **Six Actions** below (STRAT ERC 1.1 25-28 to STRAT ERC 1.6 25-28). THEME PRIORITY: **1** THEME WEIGHTING: **3**	**79%**	▶
STRAT ERC 1.1 25-28	Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects.	1		31-Mar-2026	**Q3 2025/26** **New Elgin -** Activity at The Link continues to develop and grow. During this quarter, 4 new volunteers have been recruited. A food larder has been established by the volunteers. The facility is open on a Saturday morning for the food larder and on Sunday for an open family session. An October programme was planned and delivered during the school holidays with activities including crafts, STEM, board games and outdoor fun. 5 sessions were held with 54 families attending – a total of 158	88%	▶

					children. An event to celebrate the one year anniversary of the opening of the Link was held. As well as the regular weekly activities a Health Issues in the Community (HIIC) Course has been running. **Buckie -** Work ongoing to secure core funding to cover the costs of the Buckie Hub beyond March 2026. An application has been submitted to the Moray Community Health and Wellbeing Fund for £30k to cover 2 years' running costs. Work is still ongoing to explore options for a larger Hub – aware of interest from Children and Families and other partners who have similar aspirations in the area so work to explore a joint initiative is ongoing. Monthly community lunches continue and are well attended by the public and partners. An average of 15 volunteers help each month.		
STRAT ERC 1.2 25-28	Further development of community engagement with the public on the future of council services	1		31-Mar-2026	**Q3 2025/26** - The first phase of the Learning Estate Engagement in all ASGs has been completed and written up. Supported the relocation consultation on Forres Academy which comprised of a Parent/Carers meeting (47 attendees), a community meeting (23 attendees) and an online session (4 attendees). No further work by CSU on transformation, awaiting new Senior Management appointments that have transformation as part of their portfolio.	68%	▶
STRAT ERC 1.3 25-28	Support the engagement and consultation work on service specific projects(e.g. Libraries and Leisure) (BV1.2)	1		30-Jun-2026	**Q3 2025/26** Work with: - Open Spaces on community engagement and consultation for the new play facilities in Archiestown and Aberlour. Both concluded this quarter and contracts awarded. - Cultural Quarter delivering a Trustee Development session for Grant Lodge trustees and support with application to Architecture Heritage Fund. - Economic Development and Falconer Museum trustees – development session. Allotments – Lossiemouth – governance support to group to become a SCIO. Work still ongoing to identify a suitable space. Buckie – work ongoing to explore options for a location for allotments.	77%	▶
STRAT ERC 1.4 25-28	Work with community planning partners to develop shared engagement (BV1.2)	1		30-Jun-2026	**Q3 2025/26 -** Moray Engage platform launched 22/8/25 and being utilised by a range of services – positive feedback internally and externally. **https://engage.moray.gov.uk**	77%	▶

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT ERC 1.5 25-28	Explore with partners establishing community survey/panel (BV1.2)	1		30-Jun-2026	**Q3 2025/26 -** Development paused since October 2025 until the new Service Manager is in place (February 2026).	66%	▶
STRAT ERC 1.6 25-28	Development of new digital engagement platform for all corporate community engagement	1		30-Jun-2025	**Q2 205/26** - The new digital engagement platform 'Moray Engage' went live during quarter 2, with initial consultations on Playparks (Linzee Gordon and Commerce Street, Lossiemouth) / 20mph speed zones / Housing Walkabouts / and Moray Champions Board. More services have since used the platform which is becoming the space for all council engagements (Buckie Harbour masterplan / Biodiversity Strategy / Climate Change Strategy / Coastal Communities Grant Fund/ Moray Growth Deal / Early Learning and Childcare Survey etc)	100%	✅

Section 4: Strategic Outcomes or Priorities
4.2 (CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
1HROD25-28	**Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework**	1		31-Mar-2027	The overall progress of this Theme is determined by the Seven **Actions** below (GSP 2025-26 - HROD25-28). THEME PRIORITY: **1** THEME WEIGHTING: **3**	**63%**	▶
GSP 2025-26 STRAT 1.1	Re-establish a framework for Continuous Improvement across council services with a timetable and guidance	2	Planned Outcome - Drive continuous improvement across services // Demonstrate best value Outcome Measure - Develop / re-activate self-assessment framework // Agree timetable / programme for review // Report outcome through service performance reports (6 monthly going forward)	31-Jul-2025	ECLT agreed schedule through to July 2026, Interchange PSIF page and Engage page checklist and guidance set up.	100%	✅
GSP 2025-26 STRAT 1.2	Guide relevant services to complete assessments through 2025/26	2	Planned Outcome - Cycle of assessments embedded Outcome Measure - Scheduled assessments completed	31-Mar-2026	**Q3 2025/26 -** EGD checklists complete and analysis underway, consensus session date to be arranged in January, slightly behind schedule. Finance checklist ready to distribute on schedule.	60%	▶
HROD25-28 Strat 4.1	Establish Leadership Development programme	1	Leaders are developed to lead the response to the challenging agenda, the	31-Mar-2026	**Q3 2025/26 -** Interim Phase 1 session held in October 2025 with arrangements being finalised for next session in Jan/Feb. Revised longer	50%	▶

	to address corporate and individual needs aligned to the qualities and leadership skills as set out in the corporate management restructure.		Council is prepared for the future and makes sustained progress in its improvement and transformation work. Revised programme in place using phased approach to meet organisational requirements. - Revised longer term strategy and plan developed to meet organisational requirements by March 2026 - Interim phase 1 completed by June 2025 - Range of leadership development activity in place across management tiers. - Leaders developed to lead challenging agenda with feedback on positive impact made, measured by skills analysis surveys at key points. - Number of 1/2/3 tier managers trained and showing improvements in awareness of key learning points (measured through skills analysis survey). - Employee survey question(s) on management impact to provide baseline and show improvement over time.		term strategy and plan drafted along with outcomes from Leadership Forum session for discussion with new Head of Service and development of proposal to CLT. Employee survey baseline information in place from 2025 survey.		
HROD25-28 Strat 4.2	Develop and implement a recruitment approach that addresses service requirements. Promote employment opportunities and raise the profile of Moray Council as an employer.	1	Recruitment attracts high calibre candidates addressing service resourcing needs. Key corporate priorities and projects are appropriately resourced to ensure completion and achievement of objectives and outcomes Un-resourced areas are flagged for consideration with risks, issues and impacts noted. - Increased number of candidates meeting criteria for council vacancies in hard to fill posts (specifics to be developed further as per service requirements) - Attrition rates improved (lowered) for areas with high turnover (to be developed further as per service requirements). - 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. -	31-Mar-2026	**Q3 2025/26 -** Arrangements are being finalised to enable the implementation of revised exit monitoring. Senior recruitment process applied over a number of posts during Q3 with appointments made and new staff due to start in Q4. Once new key postholders' are in place for HR and OD, the approach, outlined in the corporate recruitment action plan, to be reviewed and updated. Sources for baseline data considered and established where possible.	50%	▶

		Baseline for number of career progression opportunities established.				
HROD25-28 Strat 4.3	Have in place fair and competitive pay and conditions that are recognised and free of bias	2	Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required. - Assessment against Scottish Government's Minority Ethnic recruitment toolkit with improvement actions identified - Improvement in Moray's ranking for Local Government Benchmarking Framework (Corp3c The Gender Pay Gap (%) and Corp3b % of the highest paid 5% employees are women) including within Family Group. - Increased number of applications and subsequent appointments from ethnic minority groups.	31-Dec-2025	**Q3 2025/26 -** Monitoring of gender pay gap and equality issues undertaken on an ongoing basis, with actions identified as a result of the completed assessment against the Scottish Governments Ethnic Minority recruitment toolkit. Once new key postholder's' are in place for HR and OD, further work will be taken forward.	50%	🔴
HROD25-28 Strat 4.4	Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council	2	Working hours and conditions of service modernised and sustainable. - Working week reduced to 35 hrs - Working practices reviewed and levels of enhanced rates payable reduced - Terms and conditions revised	31-Dec-2026	**Q3 2025/26** - The full business case has been drafted and incorporates assessments undertaken for each service to refine the proposed way ahead in relation to the working week. CLT has identified that an in depth management session is required to provide direction for the FBC to be finalised and this is being planned.	40%	▶
HROD25-28 Strat 4.5	Have in place actions to address issues arising from the employee survey and workforce planning themes	1	Actions are implemented that address issues raised. - Employee Survey action plan developed and agreed at Committee - Services progress improvements as per action plan - Service level actions arising from workforce planning are progressed within services and monitored through the regular performance management framework	31-Dec-2025	**Q3 2025/26 -** Service level information has been disseminated and follow up with Heads of Service and Service Managers has been undertaken with some meetings to be completed in Q4. Discussions with Trades Unions have taken place on outcomes and actions. Employee booklet completed. Communications plan implemented. Approach to future employee surveys outlined in options appraisal paper for CLT consideration in January 2026.	95%	🔴

Section 5: Service Level Outcomes or Priorities 5.1 Youth Work - deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 1 25-28	**YW deliver targeted work in each secondary supporting employability skills and a positive transition from secondary school into college, work or training for identified young people**	2	1. Working together to make the biggest difference to the outcomes for people in Moray. 2. Young people are more ready to enter employment, training or college 3. Young people participate in informal learning programmes they have co-designed and as a result have increased attendance at school.	31-Mar-2026	The overall progress of this Theme is determined by the **Two Actions** below (SERV ERC 1.1 25-28 & SERV ERC 1.2 25-28) THEME PRIORITY: **2** THEME WEIGHTING: **2**	**79%**	▶
SERV ERC 1.1 25-28	Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing issues and/or Employability activities in S3.	2		31-Mar-2026	**Q3 2025/26 -** Delivery of youth work in schools continues across all 8 ASGs. Young people participating in these sessions report improved levels of H&WB – measured and monitored with Youth Work Outcomes and Skills framework. Youth Work staff have trained in Health Issues in The Community programme and are rolling it out as part of their delivery in schools.	89%	▶
SERV ERC 1.2 25-28	Outreach youth workers are employed in Buckie, Forres, Keith and Elgin to pilot work in school and in the community with young people who are not fully engaged in learning.	2		31-Mar-2026	**Q3 2025/26 -** 3 of the 4 original workers have resigned and filling vacancies has been problematic due to the short contract remaining. Project will proceed with 3 workers until end of contract in July. Vacancies have impacted on engagement in this and previous quarter. 1:1 engagement is most common with target group.	69%	▶

Section 5: Service Level Outcomes or Priorities 5.2 Recruitment and Retention							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.1	**Develop a succession planning approach that builds internal capacity**	2	Internal capacity is increased with internal candidates enabled to prepare for alternative and promoted positions.	31-Oct-2025	**Q3 2025/26 -** Information from existing reporting methods and systems available confirmed to enable measure/baseline to be established.	**100%**	✅

			Measures for number of internal applicants developed: Year 1 – measure/baseline established Year 2 – 5% increase in volume of internal applicants Year 3 – 2.5% increase and 5% increase in number of career progression opportunities				
	and contributes to a positive culture						

Section 5: Service Level Outcomes or Priorities 5.3 Organisational Development							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.2	**Develop and implement initiatives to create a culture where employees are prepared and supported. Encourage flexibility and adaptability.**	1	Employees are empowered, prepared and enabled to embrace change by developing and implementing initiatives to create a culture where employees are prepared and supported to adjust to the future changes that may be required of them. Encourage flexibility and adaptability to support employees to adapt to new ways of working including embedding digital skills and competence to improve efficiency and levels of service. - Employee survey questions establish baseline for monitoring improvement on: - 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 - Positive feedback from change exercises	31-Mar-2026	**Q3 2025/26 -** Strategic proposals considered by CLT with direction confirmed in line with available resource and timescales noted. Limited progress due to impact of senior recruitment on the work of the OD team but planned recovery for Q4. Next session for interim leadership development phase being confirmed for Jan/Feb 2026. Proposal for future of employee surveys developed and due to be considered by CLT in January 2026.	**50%**	▶

Section 5: Service Level Outcomes or Priorities 5.4 Communication and Engagement							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.3	**Review and refresh communication and engagement to support corporate and service priorities**	1	Corporate vision and priorities are positively promoted in public communication and engagement activities including use of a range of platforms e.g. social media - % of engagement levels increase for public and community-based consultations - % of engagement levels increase for participatory budgeting exercises - 75% of employees aware of council priorities (employee survey question) - Citizens engagement as measured by the Scottish Social Attitudes Survey will increase	31-Mar-2026	**Q3 2025/26 -** The development work has become embedded into business as usual in terms of the comms and engagement approach including the implementation of the Moray Engage platform and measures in place to monitor improvement. The revised 2026 engagement programme has been approved by CLT. The Comms and OD teams will continue to operate closely together to ensure that corporate and service priorities are central in all communication and engagement activities.	**100%**	✅

Section 5: Service Level Outcomes or Priorities 5.5 Best Value Actions							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.4	**Support workforce related actions contained within the Best Value Plan in accordance with agreed timescales**	1	Effective distributive leadership and collaborative working. Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to support transformation. Improved use of data including exploration of use of real time data where possible - Employee survey responses show greater than 20% improvement in leadership questions - Culture of cooperation and partnership evidenced in leadership survey results - Real time data researched and assessed with timescale for implementation if viable	30-Jun-2025	**Q3 2025/26 -** Development work around real time data plan has been impacted by the resource required to support senior recruitment in Q3 and this will be picked up in Q4. Leadership and management questions have been analysed at corporate and departmental level and communicated in accordance with the plan. The approach to future employee surveys developed into options appraisal paper to CLT to be considered in January 2026, this includes the use of pulse surveys, e.g. 1/2/3 leadership survey further to the implementation of the corporate management restructure.	**50%**	🛑

Section 5: Service Level Outcomes or Priorities 5.6 Continuous Improvement							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.5	**Undertake self-evaluation e.g PSIF to measure and evidence continuous improvement**	2	Assurance of continuous improvement that demonstrates Best Value - PSIF completed and reported with clear actions where required.	31-Oct-2025	During Q1, HR ICT and OD took part in the pilot PSIF for Moray Council. A good response was received for the online survey with 15 participants taking part in two online consensus sessions. Agreed priorities were included in a draft improvement plan and following discussions with the Head of Service and other service managers a revised plan (showing where work is already planned against some of the draft priorities) was circulated to all.	**100%**	✅

Section 5: Service Level Outcomes or Priorities 5.7 Performance Management							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
1GSP 2025-26 SERVICE LEVEL	**Performance Management**	2		31-Mar-2026	The overall progress of this Theme is determined by the **Five Actions** below (GSP 2025-26 PM 1.1 - GSP 2025-26 PM 1.5) THEME PRIORITY: **2** THEME WEIGHTING: **2**	**81%**	▶
GSP 2025-26 PM 1.1	Strategy and Performance: Finalise Delivery Frameworks and reporting arrangements following review of LOIP	2	Planned Outcome - Board can measure progress against agreed outcomes Outcome Measure - Agree suitable indicators	31-Dec-2025	**Q2 2025/26 -** LOIP Delivery Framework agreed by the Board in August 2025 with reporting due half yearly. First progress report for period to September will be reported in November 2025.	100%	✅
GSP 2025-26 PM 1.2	Strategy and Performance: Further development of Ideagen for performance reporting	3	Planned Outcome - Creation of dashboards for reporting Outcome Measure - Agree format and reporting of dashboards	31-Mar-2026	**Q3 2025/26 -** Dashboards development reflecting the new structure to be reviewed by ECLT (End February 2026) before launching.	70%	▶
GSP 2025-26 PM 1.3	Strategy and Performance: Assist in the transition of survey to engagement platform	4	Planned Outcome - Council surveys to be incorporated into the engagement platform Outcome Measure - Surveys conducted through engagement platform	31-Mar-2026	**Q3 2025/26 -** Services beginning to request RIO support for survey set up on Moray Engage, so knowledge of application increasing. Survey Monkey account will be cancelled before its renewal in March 2026, consistent reminders given to services to export survey reports on the lead up to account closing.	70%	▶

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
GSP 2025-26 PM 1.4	Strategy and Performance: Child Friendly Complaints (CFC) embedded into complaints process	3	Planned Outcome - Child Friendly Complaints recorded and reported as part of complaints process Outcome Measure - % of CFCs being recorded monitored and reported	31-Mar-2026	**Q2 2025/26 -** Local Authorities were required to use SPSO issued guidance along with our CHP to consider Child Friendly Complaints effective from 1 July 2024. In January 2025 SPSO issued online training in CFC handling. CFC templates have been prepared to guide staff. Training is currently being worked on for staff out with the £50 SPSO online training course.	25%	▶
GSP 2025-26 PM 1.5	Strategy and Performance: Review performance management framework	1	Planned Outcome - Clarify reporting dates and venues for performance data Outcome Measure - Timely reporting to committee	30-Nov-2025	**Q3 2025/26 -** Revised Performance Management Framework due to be submitted to Corporate Committee in February 2026.	100%	✅

Section 5: Service Level Outcomes or Priorities 5.8 Health and Wellbeing							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.6 (HR&OD)	**Health & Wellbeing**	2		31-Mar-2026	The overall progress of this Theme is determined by the **Two Actions** below (HROD25-28 Serv 5.6.1 & 5.6.2) THEME PRIORITY: **2** THEME WEIGHTING: **2**	**60%**	▶
HROD25-28 Serv 5.6.1	Ensure revised operational implementation of absence management procedures are applied by managers	2	Absence is managed effectively, and levels of absence are reduced efficiently and timeously - Reduction in number of days absence per employee and % (CORP6a Sickness absence days per teacher reduced by 0.5 days per fte CORP6b Sickness absence days nonteacher reduced by 0.5 days per fte)	31-Mar-2026	**Q3 2025/26 -**Hr continue to support services in the management of absence from work. Council in December 2025 agreed to progress and resource the Improving Attendance project. Recruitment is underway for the project workforce and training sessions are planned for school senior leaders on the management of absence. An education specific report has been prepared for ECLS committee in March 2026	70%	▶
HROD25-28 Serv 5.6.2	Proactively support the Health & Wellbeing of employees; review measures to reduce absence, ensure procedures are applied, provide support to reduce V&A in schools	2	Measures are deployed that support school-based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately - Review proactive measures to reduce sickness absence. - Provide support for reducing incidents of violence and aggression in schools as set out in agreed ASN action plan. Work with	31-Mar-2026	**Q3 2025/26** - Council in December 2025 agreed to progress and resource the Improving Attendance project. Recruitment is underway for the project workforce and training sessions are planned for school senior leaders on the management of absence. An education specific report has been prepared for ECLS committee in March 2026	50%	▶

| | | Trade Unions to identify actions to address short term absence.
- Reduction in time taken to manage sickness absence linked to incidents of challenging behaviour | | | | | |

Section 5: Service Level Outcomes or Priorities 5.9 Workforce Planning							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HROD25-28 Serv 5.7	**Workforce Planning**	2		31-Oct-2026	The overall progress of this Theme is determined by the **Two Actions** below (HROD25-28 Serv 5.7.1 & 5.7.2) THEME PRIORITY: **2** THEME WEIGHTING: **2**	**55%**	▶
HROD25-28 Serv 5.7.1	Ensure key projects are resourced, planned and delivered within agreed timescales and budget	1	Projects are resourced sufficiently to allow timely completion of aims and objectives - Projects completed on time and achieved objectives - Workload on project and core staff is managed and manageable	31-Oct-2026	**Q3 2025/26** - Recruitment is underway for the Improving attendance project. Recruitment to service manager and head of service has been completed. Recruitment to payroll team also in progress which will support implementation of digital solutions.	60%	▶
HROD25-28 Serv 5.7.2	Improve and develop knowledge and skills transfer across teams	1	Resilience of small teams and lean service is improved - Review purpose and format of personnel discussion group - Create pathways and establish measures for transfer of knowledge and skills	31-Dec-2025	**Q3 2025/26** - Senior HR, Pay and OD staff meet regularly to share information and challenges across teams as well as to provide peer review and support. Personnel discussion group meets to review HR specific professional issues. HR/OD management team reviewed planned policy work direction.	50%	⬢

Section 5: Service Level Outcomes or Priorities 6.0 Workforce Culture for Change							
Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV ERC 9 25-28	**Develop workforce culture to support and enable change**	4	Employees are involved in change with opportunities to support the design, delivery and implementation of service-related changes and transformation	31-Mar-2026	THEME PRIORITY: **4** THEME WEIGHTING: **2** **Q3 2025/26** - Leadership forums have been reactivated and are working effectively with workshop on transformation having contributed to the	**20%**	▶

| | | | | future strategy and motivational speaker providing a new leadership ytone. Plans are in place to continue in this direction. Reactivation of other elements of the employee engagement is also being planned based on direction provided by the Corporate Leadership Team (CLT). | | |