

HR & OD SERVICE PLAN

Appendix 1

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: 43.44 FTE Budget: Capital £000: Revenue £000: £2,687k

3. What have we identified for improvement in {Financial Year}?	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Leadership Capacity and Development	<ol style="list-style-type: none"> 1. Best Value Follow Up Report 2. Corporate Plan 3. Corporate Workforce Strategy and Plan 4. Management of workforce implications of revenue budget savings 5. Feedback from Trades Union representatives, workforce and managers 6. Survey results
Workforce Planning and Change	
Organisational Development	
Future Proof Employer of Choice	
	<ol style="list-style-type: none"> 7. Recruitment and retention data (vacancies, repeat adverts) and anecdotal evidence from recruiting managers

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating 1 high 3 low and 4 for ongoing
(CP) A Sustainable Council: that provides valued services to our communities	Develop and implement redesigned leadership development to ensure it develops the skills and behaviours necessary for leadership of the corporate and strategic direction required for transformation	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	Revised programme developed to meet organisational requirements Leadership development courses in place Leaders developed to lead challenging agenda and feedback positive 1/2/3 tier managers have attended training and show improvements in awareness of key learning points	Mar 2024	H/HR, ICT & OD / ODM	1

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			Evaluation programme of impact on practice is developed and implemented			
(CP) A Sustainable Council: that provides valued services to our communities	Review Transform approach to align with workforce implications of change with relevant solutions deployed Continue to actively manage vacancies to prepare for future changes	Workforce reductions dealt with in a timely and managed way to minimise the need for compulsory changes and in affordable way	Reduction in headcount Number of compulsory redundancies below half of total workforce reduction	As required	H/HR&ICT/HRM	4
(CP) A Sustainable Council: that provides	Review and refresh recruitment and	Recruitment attracts high calibre	Increased number of candidates	Oct 2023	HRM	1

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating 1 high 3 low and 4 for ongoing
valued services to our communities	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	candidates and council services are well-resourced	<p>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 high turnover – to be developed further per service requirements</p> <p>Reduced number of repeat adverts</p> <p>Feedback of positive impact from managers</p>			

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating 1 high 3 low and 4 for ongoing
			through Personnel Forum Career progression opportunities are enhanced			
(CP) A Sustainable Council: that provides valued services to our communities	Establish trainee and apprentice programmes where viable solution	Increased number of younger employees in services where there are gaps or difficulties recruiting.	Increased number of trainees / apprentices	Mar 2024	ODM	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
(CP) A Sustainable Council: that provides valued services to our communities	Ensure workforce is empowered and enabled to embrace and be prepared for change	Workforce is prepared for and embraces change, with flexibility to adapt and develop to future requirements	Range and scale of changes demonstrate increased flexibility and adaptability of workforce Improved employee survey results on workforce development questions Positive feedback from change exercises	Mar 2024	ODM	2
	Support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in	To achieve a sustained reduction in absence levels as measured through the Local	Increased number of managers and employees trained in	Mar 2024	H/HR,ICT,OD/HRM,ODM	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
	absence levels with focus on proactive support for attendance and wellbeing	Government Benchmarking Framework Pls. To improve the awareness of and management of mental health (as a main cause of absence) within the workforce. To instigate proactive measures to promote health and well-being as preventative measures	Mental Health Awareness and First Aid 0.25 day per fte reduction in sickness absence levels per annum 0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum Improved survey results on relevant questions Positive anecdotal feedback from trade unions, managers and workforce			

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Gender Pay Gap	Have in place fair and competitive pay and conditions that are recognised as such and are free of bias	Assessment of gender pay gap and equality issues	Actions developed and implemented to address any issues that emerge	March 2024	HRM	2
Workforce Development to meet demands and deliver priorities	The service improves the ERDP experience and holds accurate records, including continuous professional development (CPD) - from mandatory training through to service and job specific learning.	Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills	Evidence that all staff have undertaken relevant mandatory training to their roles or as identified within ERDPs 70% of of ERDPs completed	March 2024 (and reviewed annually) March 2024 (measured quarterly) March 2024 (measured quarterly)	HoS	2