

**Service Definition:** The HR 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 four main functions are: HR professional advisory service, corporate employment administration function, corporate health and safety and organisational development.

**Service Resources: 31.97 FTE**  
**Budget: Capital £000: Revenue £000: 2,063**

What have we identified for improvement in 2019/20?	What evidence did we use to identify this improvement?
1. Workforce Transformation and Change	1. Corporate Plan: Working towards a sustainable council that provides valued services to our communities 2. Corporate Workforce Strategy and Plan 3. Improvement and Modernisation Programme 4. Management of workforce implications of revenue budget savings 5. Feedback from Trades Union representatives, workforce and managers 6. Employee Survey results 7. Feedback from Engagement and Culture work
2. Employee Engagement and Culture	
3. Leadership Development and Capacity	
4. Recruitment and Skills Development	

4. Strategic (Outcome?) Link	Action	Planned Outcome	Outcomes measures	Completion target	Lead	Priority Rating (1 high 3 low 4 ongoing 5 on hold)
------------------------------	--------	-----------------	-------------------	-------------------	------	---

**4.1 Workforce Transformation and Change:** *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*

Corporate Plan: Working towards a sustainable council	4.1.1	Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level undertaken effectively and in good time	Satisfaction with change management from employees and trade unions for each change	As required	H/HR&I CT/HR M	1
	4.1.2	Work in partnership to support the IJB on the integration of health and social care	<u>HR</u> Workforce management arrangements in place per plan for 1. Continued HR support to partnership 2. Productive staff/TU partnership working 3. Recruitment and resourcing 4. Workforce Performance and Reporting 5. Policies	90% of plan completed	Work plan in development timescales tbc	SHRA	1

			<p><b>Health &amp; Safety</b> Clarity over how risks will be controlled in a joint working environment</p> <p>Improved oversight and management of the Health and safety risks in the joint environment.</p>	<p>A rolling safety audit programme to MH&amp;SC in place Use of the NHS safety inspection form rolled out to MH&amp;SC premises</p>	To be confirmed	SH&SA	1
<p><b>4.2 Employee Culture, Engagement/Morale and Motivation:</b> <i>continue to develop effective communication and engagement across the workforce to sustain and improve engagement in a challenging environment and continue to develop a positive workforce culture.</i></p>							
Corporate Plan: Working towards a sustainable council	4.2.1	Implement actions to improve and promote a positive workforce culture and improve employee involvement and influence in the workplace	<p>Morale is good, people are proud to work for Moray Council and would recommend it to others</p> <p>Positive, trusted working environment is provided where employees confident that the council listens and tackles issues, including bullying and harassment</p> <ol style="list-style-type: none"> <li>1. Continue to address and improve issues that emerged in 2019 survey</li> <li>2. Address issues of workload management</li> <li>3. Enhance people management skills of all managers and supervisors</li> <li>4. Continue to develop communications to ensure these are open and honest</li> <li>5. Improve workforce perception of role of elected members</li> </ol>	<p>Improvement in results of pulse surveys</p> <p>Positive feedback from targeted services, workforce and workforce representatives</p>	Mar 2020	H/HR&I CT	1
<p><b>4.3 Developing Leadership Capacity:</b> <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>							
Corporate Plan: Working towards a	4.3.1	Implement re-designed leadership development to ensure it develops the skills and	Managers developed to lead challenging agenda and council prepared for the future	Courses in place and feedback positive	Mar 2020	ODM	1

sustainable council	behaviours necessary for the corporate and strategic direction and leadership the council requires	1. Implement revised programme to meet organisational requirements				
	4.3.2 Continue to work to enhance management activity and consistency	Improved consistency of management practice and increase commitment to employee management and engagement  Effective implementation of training to support Moray Management Methods	Improved results in pulse surveys and other forms of workforce feedback Positive feedback from managers attending MMM training Changes in practice are noticed (e.g. increase in ERDPs) Regular updates to Personnel Forum	Mar 2020	ODM	1
	4.3.3 Provide elected member support, training and development required for effective leadership of the council	Elected members are developed to ensure effective leadership skills and behaviours required for political leadership 1. Develop strategy for development 2. Implement plan to deliver strategy	Elected member development evidenced	Dec 2020	ODM	1
<b>4.4 Workforce/Employee Development:</b> <i>ensure that employees have the skills, competencies and experience required and are prepared to meet current and future requirements</i>						
Corporate Plan: Working towards a sustainable council	4.4.1 Develop the quality of the employee review experience, while continuing to ensure that all employees have the opportunity to participate in a review process on at least an annual basis	Employee review and development is addressed across the whole workforce and participation rates continue to increase	90% of erdps and pr&d completed	Mar 2020	ODM	1
	4.4.2 Review Management Appraisal Framework	Management Appraisal Framework to be reviewed to reflect experience and best practice and ensure optimum performance management and ongoing development	Framework produced and positive feedback received	Mar 2020	ODM	1

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
<b>5.1 Health and Well-being:</b> <i>pro-actively support the health and well-being of employees</i>						
Corporate Plan: Working towards a sustainable council	5.1.1 Manage risks well by implementing our health and safety system effectively	<p>Improved quality and practical usability of risk assessments in higher risk services</p> <p>Rolling programme of audits of the health and safety arrangements in the higher risk services or services with specific safety problems (as determined by the H&amp;S team)</p>	<p>3 Risk assessments reviewed from each of the higher risk areas in rolling programme</p> <p>3 Toolbox talks reviewed in selected higher risk areas</p> <p>3 Internal safety inspection arrangements reviewed in selected higher risk areas</p>	Mar 2020	H/HR&I CT / SH&SA	1
	5.1.2 Ensure the Council has a suitable policy framework for managing health and safety	Compliance with legislation, guidance, improved safety record, reduced risks	<p>Complete specified policy reviews</p> <p>Increased use of corporate safety management system by managers and staff</p> <p>Reduced number of health and safety related incidents</p>	Mar 2020	ODM / SH&SA	2
	5.1.3 Contractor control	<p>Managers and supervisors fully understand responsibilities related to contractor control</p> <p>Property Service assisted in monitoring the safety performance of framework contractors.</p>	<p>Spot checks of maintenance and project contract works. Greater awareness among Council staff of the need for contractor control</p> <p>Review of the arrangements included in last years' service plan</p>	Mar 2020	SH&SA	2
<b>5.2 Workforce and Succession Planning:</b> Address workforce issues in relation to demographic changes and skill shortages and develop strategies to address the consequences						

## Appendix 2

Corporate Plan: Working towards a sustainable council	5.2.1	Work with services on specific challenges	Services are supported with specific challenges e.g. Early Learning and Childcare	Specific initiatives implemented as required Positive feedback received from services	As required	HRM	3
<b>5.3 Recruitment and Retention:</b> <i>ensure that Council Services are as well-resourced as possible by making the Moray employment package as attractive as possible and deploying appropriate recruitment strategies</i>							
Corporate Plan: Working towards a sustainable council	5.3.1	Consider recruitment and retention activities to promote employment opportunities and profile of Moray Council	Attractive presentation of Moray Council as an employer	Increased number of candidates (who meet criteria) for identified hard to fill posts	Mar 2020	SHRA	2
<b>5.4 Reward and Recognition:</b> <i>have in place fair and competitive pay and conditions that are recognised as such and are free of bias</i>							
Corporate Plan: Working towards a sustainable council	5.4.1	Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	Council prepared should action be required	Oct 19: Research and background work on historical issues, current spread of posts in grades completed and initial modelling work begun (HR & Accountancy)  Dec 19: First draft models and costs reviewed and options appraisal developed  Jan 20: Options considered by CMT and preferred option chosen  Mar 20: Detailed project plan agreed	Ongoing	H/HR&I CT	1
	5.4.2	Undertake equal pay audit	Assessment of extent of pay equality issues within the workforce	Audit completed and action plan prepared to address any issues that emerge	Mar 2022	HRM	3
<b>5.5 Other Actions</b>							
Corporate Plan: Working towards a sustainable	5.5.1	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.	90% of policies produced and agreed per plan	Mar 2020	SHRA	3

Appendix 2

council	5.5.2	Respond to changes in legislation and national policy development	Council determines approach to new developments and information is communicated to managers and workforce as appropriate and incorporated into relevant training	90% of planned work completed	As required	HRM	3
	5.5.3	OD support to services as required	OD support provided that supports services to achieve their outcomes: (i) reduction in violence and aggression as whole school approach is piloted	OD plans produced and implemented	Mar 2020	ODM	3
	5.5.4	Information/Performance	Performance and service information is relevant and current providing useful source of reference, guidance and support	75% of planned work completed	Mar 2020	H/HR&I CT	3
<b>5.6 On Hold</b>							
Corporate Plan: Working towards a sustainable council	5.6.1	Develop and implement the corporate approach to apprenticeships and other schemes aimed at young workers	Address future skills gaps Contribute to the development of the younger workforce	Project on hold, continue with current approach meantime.	On hold	H/HR&I CT	5
	5.6.2	Work with Educational Services to develop recruitment strategies (both long and short term) for the improvement of Teacher recruitment	Improve the supply of quality candidates into the Moray teaching workforce in order to reduce number of long term vacancies in teacher posts in primary, secondary, promoted posts	Increased retention of NQTs moving into longer term appointments Reduction in number of repeat advertisements for i) teacher posts and ii) promoted posts Reduced reliance on short term temporary cover arrangements Reduced number of long term vacancies	On hold	SHRA	5