

**COVID REVISED SERVICE PLAN**

**Appendix 1**

<b>1. Service Definition:</b>	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.
<b>2. Service Resources:</b>	<b>Service Resources: 47.43 FTE</b> <b>Budget: Capital £000: Revenue £000: £2,603k</b>

3. What have we identified for improvement in {Financial Year}?	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Health and Wellbeing	<input type="checkbox"/>	Anecdotal and evidence based impact on health and wellbeing of the workforce (e.g. sickness absence levels, Mental Health and Wellbeing Survey results, workforce and TU feedback).
Workforce Transformation and Change	<input checked="" type="checkbox"/>	1. Best Value Audit Review 2. Corporate Plan: Working towards a sustainable council that provides valued services to our communities 3. Corporate Workforce Strategy and Plan 4. Improvement and Modernisation Programme 5. Management of workforce implications of revenue budget savings 6. Feedback from Trades Union representatives, workforce and managers 7. 2021 Mental Health and Wellbeing Survey results 8. Feedback from Engagement and Culture work
Employee Engagement and Culture	<input type="checkbox"/>	
Leadership Development and Capacity	<input checked="" type="checkbox"/>	
Workforce/Employee Development	<input checked="" type="checkbox"/>	

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<b>4. Strategic Outcome or Priority</b>	<b>Action</b>	<b>Planned Outcome</b>	<b>Recovery &amp; Renewal</b>	<b>Outcome measures</b>	<b>Completion target</b>	<b>Lead</b>	<b>Priority Rating</b> (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	Developing Workforce – Review and develop the Council's Workforce Strategy and Plan	Workforce planning set in context to take account of Council priorities and requirements	Choose an item.	Workforce Strategy and Plan reviewed and approved	June 2022	H/HR, ICT & OD	2
(CP) A Sustainable Council: that provides valued services to our communities	Developing Workforce – transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	Employee relations aspects of managing change at service and corporate level are undertaken effectively and in good time	Choose an item.	Workforce changes completed in accordance with agreed policy and procedure  Satisfaction with change management from employee and trade unions for each change	Per planned changes	H/HR, ICT & OD	1
(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 the corporate and strategic direction and leadership the council requires	Revised leadership development programme that meets organisational requirements implemented  The Council makes sustained progress in its improvement and transformation work with managers developed and confident to lead challenging agenda and council prepared for the future	Choose an item.	Leadership development approach defined and agreed. Assessment of individual need identified through 100% completion of ERDPs for Tiers 1, 2 and 3. Learning and development opportunities in place via planned programme of activity Implementation of learning and evidence of impact monitored through workplace discussions and appraisals	March 2023	ODM	1
				% of 1/2/3 tier managers who have attended training and show improvements in awareness of key learning priorities after 3 months	Sept 2022	ODM	2
				Attendance rates increase to 75% by Sept 2022	Sept 2022	ODM	2
				Evaluation programme of impact on practice is developed and implemented			

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4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
(CP) A Sustainable Council: that provides valued services to our communities	Recruitment and Retention: 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 establishing pathways for professional development for internal candidates	Recruitment attracts high calibre candidates and council services are well-resourced	Choose an item.	Increased number of high calibre candidates for council vacancies in hard to fill posts – to be developed further per service requirements  Attrition rates improved (lowered) for areas with high turnover – to be developed further per service requirements	March 2023	H/HR, ICT & OD / HRM and ODM	1
(CP) A Sustainable Council: that provides valued services to our communities	Communications: development of a proactive, planned and managed approach to communications activity	Council communications are clear and effective, with insight and impact in the delivery of key corporate messages and information, both externally and internally		To be developed	October 2022	H/HR, ICT & OD	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
(CP) A Sustainable Council: that provides valued services to our communities	Support the implementation of the Council's Health and Work Policy in order to deliver ongoing improvements in absence levels	<p>To achieve a sustained reduction in absence levels as measured through the Local Government Benchmarking Framework PIs</p> <p>To improve the awareness and management of mental health and wellbeing as a main cause of absence within the workforce</p>	Choose an item.	<p>0.25 day per fte reduction in sickness absence levels per annum</p> <p>Positive anecdotal feedback from trade unions, managers and workforce</p> <p>0.25 day per fte reduction in absence due to mental health and wellbeing reasons per annum</p> <p>Improved survey results on relevant questions</p> <p>Mental health awareness training rolled out</p>	March 2023	<p>H/HR, ICT &amp; OD / HR Mgr</p> <p>ODM</p>	<p>2</p> <p>1</p>
(CP) A Sustainable Council: that provides valued services to our communities	Manage risks well by implementing the Council's 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 corporate H&amp;S team)</p>	Choose an item.	<p>Positive anecdotal feedback received on quality and usability of risk assessments</p> <p>90% completion of rolling programme of review of risk assessments, toolbox talks and internal safety inspection arrangements from each of the higher risk areas with audit findings showing improved completion and quality of risk assessments, toolbox talks and safety inspections.</p>	March 2023	H/HR, ICT & OD / ODM / SHSA	1
(CP) A Sustainable Council: that provides valued services to our communities	Prepare the workforce for future requirements	<p>Digital Skills developed in appropriate areas of the workforce</p> <p>Digital champions programme developed further to provide informal network of support</p>	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	<p>Digital skills of the workforce improved beginning with establishing baseline through SCVO digital skills survey with improvement targets established</p> <p>Digital champions network in place with increased use and positive feedback received</p>	March 2023	ODM	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
		Workforce awareness and understanding of cyber security risks increased and mitigated with learning and development activity		100% Completion of cyber security development programme of activity across online workforce			
(CP) A Sustainable Council: that provides valued services to our communities	Transformation: enhance the provision of flexible working within the Council	Hybrid working established as the norm and the Council has the capacity to flex and contract homeworking in line with organisational, national and regional requirements	The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the "new normal"	80% of office based staff working flexibly  80% of managers trained in hybrid ways of working and managing	March 2023	ODM	1
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	Choose an item.	Evidence that all staff have undertaken mandatory training.  Number of ERDPs completed 100% of ERDPs carried out within timescale  % staff completing Customer Excellence e-learning module or digital standard training that could give % of – think could develop this into something more relevant once the SCVO digital skills survey results are back in?	March 2023 (and reviewed annually)  March 2023 (measured quarterly)  March 2023 (measured quarterly)	HoS	2

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6. New – Recovery & Renewal Outcomes	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				
			Choose an item.				