

HR and OD - SERVICE PLAN 2025-2028

1. Service Definition:	HR and OD provide professional advice to ensure compliance with relevant legislation, best practice and industry standards to support the council in delivering its corporate priorities. The main functions of the Service include HR professional advisory service, corporate employment administration function, payroll, corporate communications, corporate health and safety and organisational development.
2. Service Resources:	Service Resources: 36.52 FTE Budget: Capital £000 Budget: Revenue £000: £2.5M

3. What have we identified for improvement in 2025-28?	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 2024-27 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 2024
Workforce Planning and Change	
Organisational Development	
Recruitment and Retention	
Health and Well-being	
Gender Pay Gap	Corporate Plan 2024-2029 Local Government Benchmarking Framework 2023-24

Note: Progress against BV Actions will be monitored and reported out with Service Plan process

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4. Strategic Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high, 3 low, 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 aligned to the qualities and leadership skills as set out in the corporate management restructure.	<p>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.</p> <p>Revised programme in place using phased approach to meet organisational requirements.</p>	<ul style="list-style-type: none"> - Revised longer term strategy and plan developed to meet organisational requirements. - Interim phase 1 completed. - 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. 	<p>March 2026</p> <p>June 2025</p>	H/HR, ICT & OD/ODM	1

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(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	<p>Develop and implement recruitment approach based on core common principles with flexibility to address service specific requirements with creative solutions.</p> <p>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>	<p>Recruitment attracts high calibre candidates addressing service resourcing needs.</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 with risks, issues and impacts noted.</p>	<ul style="list-style-type: none"> - 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. - Baseline for number of career progression opportunities established. 	March 2026	HR Manager	1
Workforce Planning	Have in place actions to address issues arising from the employee survey (Mar 25) and workforce planning themes (Aug 2025)	Actions are implemented that address issues raised.	<ul style="list-style-type: none"> - 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 	Dec 2025	H/HR,ICT &OD, OD Mgr	1

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(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	Gender Pay Gap and equality issues are assessed and mitigating actions put in place if required.	<ul style="list-style-type: none"> - 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. 	Dec 2025	HR Mgr	2
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Develop an approach that modernises the conditions of service and contribute towards the future financial sustainability of the Council	Working hours and conditions of service modernised and sustainable	<ul style="list-style-type: none"> - Working week reduced to 35 hrs - Working practices reviewed and levels of enhanced rates payable reduced - Terms and conditions revised 	Dec 2026	H/HR, HR Mgr, OD Mgr	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating
Workforce Planning and Change	Continue to use Transform approach to change management and relevant recruitment arising from transformation, change and innovation.	Workforce change is managed in a structured and consistent way achieves the desired change including reduction of headcount, or training and development where necessary, in accordance with agreed policy approach	<ul style="list-style-type: none"> - Change implemented as per Transformation or other cross-cutting corporate themes - 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 	March 2026	H/HR	1
Recruitment and Retention	Develop a succession planning approach that builds internal capacity and contributes to a positive culture	Internal capacity is increased with internal candidates enabled to prepare for alternative and promoted positions.	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 5% increase in number of career progression opportunities	October 2025	ODM	2

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Organisational Development	Develop and implement 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.	Employees are empowered, prepared and enabled to embrace change.	<ul style="list-style-type: none"> - 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 	March 2026	ODM	1
Communication 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	<ul style="list-style-type: none"> - % 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 	March 2026	H/HR ODM	1
Best Value Actions	Support workforce related actions contained within the Best Value Plan in	Effective distributive leadership and collaborative working.	<ul style="list-style-type: none"> - Employee survey responses show greater than 20% improvement in leadership questions 	June 2025	H/HR ICT/OD	1

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	accordance with agreed timescales	<p>Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to support transformation.</p> <p>Improved use of data including exploration of use of real time data where possible</p>	<p>- Culture of cooperation and partnership evidenced in leadership survey results</p> <p>- Real time data researched and assessed with timescale for implementation if viable</p>			
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.	October 2025	Service Managers	2
Health and Wellbeing	Ensure revised operational implementation of absence management procedures are applied by managers	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)	March 2026	Service Managers	2

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	Proactively support the Health & Wellbeing of employees; review measures to reduce sickness absence including day one notification; ensure revised operational procedures are applied by managers; provide support for reducing incidents of V&A in schools	Measures are deployed that support school-based staff to feel safe at work and feel equipped to manage challenging behaviour appropriately	<ul style="list-style-type: none"> - 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 Trade Unions to identify actions to address short term absence. - Reduction in time taken to manage sickness absence linked to incidents of challenging behaviour 	March 2026	H/HR HRM OD	2
Workforce Planning	Ensure key projects are resourced, planned and delivered within agreed timescales and budget.	Projects are resourced sufficiently to allow timely completion of aims and objectives	<ul style="list-style-type: none"> - Projects completed on time and achieved objectives - Workload on project and core staff is managed and manageable 	October 2026	Service Managers	1
	Improve and develop knowledge and skills transfer across teams	Resilience of small teams and lean service is improved	<ul style="list-style-type: none"> - Review purpose and format of personnel discussion group - Create pathways and establish measures for transfer of knowledge and skills 	December 2025	HoS/Service Managers	1

