

PEOPLE, CHANGE & COMMUNITY STRATEGY - SERVICE PLAN

1. Service Definition:	COMMUNITY STRATEGY The Community Strategy team delivers Moray Council's Community Learning and Development functions, which includes the Community Support Unit, Youth Work, and Adult and Family Learning. The service also provides support to Community Councils and leads on community engagement. In addition, Community Strategy oversees all corporate and internal communications, and has responsibility for the Council's overarching strategic direction, performance management, and continuous improvement. PEOPLE & CHANGE People Management and Payroll The People Management Service delivers professional HR advisory and administrative support alongside a full in-house payroll function. The team works in partnership with managers and TUS colleagues to ensure effective workforce management, compliance with employment legislation and national agreements, and the accurate, timely payment of salaries - supporting strong governance and the consistent delivery of Council services Organisational Development and Health and Safety The Organisational Development and Change service provides professional expertise to develop workforce capability, strengthen organisational culture and enable effective sustainable change aligned with Council priorities. The Service works collaboratively with managers across leadership and talent, workforce engagement and culture, workforce planning and policy, health, safety and wellbeing, strategic change, and workforce development. Through this work the service enables the Council to have the capacity, capability and culture to deliver high quality services to communities.
2. Service Resources:	FTE: 157.41 FTE Revenue Budget: £13,278,377 Capital Budget: £16m FOR 2025/26 over 3 years (Learning Estate budget plan allocation £12.166m; Sport & Culture budget plan allocation is £3.841m)

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.
Communities and Place – supporting our communities to build capacity and influence decision-making that impacts on them and their local area.	Local Outcome Improvement Plan (LOIP) Corporate Plan Moray Partnership CLD Plan Ongoing engagement with our communities

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People and Change: • Leadership Capacity and Development • Workforce Planning and Change • Organisational Development • Recruitment and Retention • Health and Well-being • Gender Pay Gap	Workforce and OD Strategy 2024-27 BV Consolidated Action Plan 2025 Employee Survey 2025 Management of workforce implications linked to budget savings HR metrics Feedback from Trades Union Representatives and Managers Health & Safety Annual Report 2025 Corporate Plan 2024-29 Local Government Benchmarking Framework (LGBF)
Strategy & Performance	

4. Local Outcomes Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low)
(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	1. Take a partnership approach to locality planning in priority areas of Moray to enable people to influence services and develop community action through support of locality planning	Develop stronger, more resilient, supportive, influential and inclusive communities (L) More communities and individuals are more involved in local decision	Improvements in specific location measures in locality plans Consideration being given to case study-based reporting to evidence delivery for locality plans	1. 31 March 2027	Service Manager – Community Strategy & Engagement	1

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	process in New Elgin and Buckie 1.1 Locality Planning process supported in New Elgin and Buckie through work of community led action groups developing and delivering projects. 1.2 Further development of community engagement with the public on the future of council services. 1.3 Support the engagement and consultation work on service specifics as they emerge (e.g. Libraries and Leisure) (BV1.2) 1.4 Work with community planning partners to develop shared engagement (BV1.2) 1.5 Explore with partners establishing community survey/panel (BV1.2)	making and in helping to plan and deliver of local services (CP)	PIs • ERC003 Number of new Community action plans in place • ERC004 Number of Support Agreements linked to community assets. • ERC036 % of Support Agreements meeting at least one objective. • ERC008 % increase in number of local residents engaged in locality planning process (NE & Buckie) • ERC001 % of local people who agree with the statement 'I can influence decisions affecting my local area'.	1.1 31 Dec 2026 1.2 31 March 2027 1.3 Ongoing 1.4 Ongoing 1.5 30 Dec 2026		
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(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	2. Develop stronger, more resilient, supportive, influential and inclusive communities 2.1 Extend approaches to promote easier access to adult learning in Moray	Confident, skilled and self-reliant communities where expectations and aspirations are raised and achieved	• Adult Learner Signposting landing page developed • Increase and sustain number of adult learning opportunities posted on ALIS system • Increase in people accessing community-based adult learning opportunities delivered • Case studies/qualitative reports on activities and impacts shared	March 2027 / ongoing	Head of People, Change & Community Strategy	1
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	3. Develop and maintain a skilled, motivated and flexible workforce and adapt to deliver sustainable services through – • Developing Leadership Capacity • Workforce Planning and Change	Provide clear leadership, direction and model behaviours to foster: • A positive and respectful workplace. • Maximise capacity and performance. • Enhance employee experience and wellbeing by	2.1 • 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.	2. Dec 2026	Service Managers – People Management & Organisational Development & Change (2.1, 2.4 & 2.5) Service Manager – People Management (2.2 & 2.3)	1

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	• Workforce and Organisational Development • Recruitment and Retention • Health and Wellbeing	continually improving our culture and engagement.	• 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.	2.1 Dec 2026		
	2.1 Establish Leadership Development programme to address corporate and individual needs aligned to the qualities and leadership skills as set out in the corporate management restructure. 2.2 Develop and implement a recruitment approach that addresses service requirements. Promote employment opportunities and raise the profile of Moray Council as an employer. 2.3 Have in place fair and competitive pay and conditions that are		2.2 • Increased number of candidates meeting criteria for council vacancies in hard to fill posts (specifics to be	2.2 Dec 2026		
				2.3 Dec 2026		

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	recognised and free of bias. 2.4 Develop an approach that modernises the conditions of service and contributes to the financial sustainability of the Council. 2.5 Have in place actions to address issues arising from the employee survey and workforce planning themes 2.6 Ensure key projects are resourced, planned and delivered within agreed timescales and budget <i>(Service Level Priority in 2025/26)</i>		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. <u>2.3</u> • Assessment against Scottish Government's Minority Ethnic recruitment toolkit	2.4 Dec 2026 2.5 Dec 2026 2.6 Oct 2026		
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			with improvement actions identified • Improvement in ranking for LGBF indicators relating to Gender Pay Gap & % of highest paid 5% who are women. • Increased number of applications and subsequent appointments from ethnic minority groups. <u>2.4</u> • Option development for Working week e.g reducing working hours, and subsequent action plan for preferred option selection • Working practices reviewed and levels of enhanced rates payable reduced • Terms and conditions revised <u>2.5</u> • Employee Survey action plan			
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			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 2.6 • 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 PIs			
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			- CORP3b - % of highest paid 5% employees who are women. - CORP3c – The gender pay gap (5)			
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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
Youth Work	4. 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. 3.1 Youth Work staff deliver targeted sessions in partnership with school to address health and wellbeing issues and/or Employability activities in S3.	Working together to make the biggest difference to the outcomes for people in Moray. Young people are more ready to enter employment, training or college. Young people participate in informal learning programmes they have co-designed and as a result have increased attendance at school.	Pls - ERC023 Increase the % of youth engagement and participation. - ERC023a Number of young people engaged in Youth Work activities.	3. 31 March 2027	Service Manager – Community Strategy & Engagement	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
	3.2 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.					
Recruitment and Retention	4 Develop a succession planning approach that builds internal capacity and contributes to a positive culture 4.1 Develop approach to build succession planning 4.2 Monitor the application of the Council's agreed 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 (Complete) Year 2 – 5% increase in volume of internal applicants Year 3 – 2.5% increase 5% increase in number of career progression opportunities	March 2028	Service Manager – Organisational Development & Change	2
Organisational Development	5 Develop and implement initiatives to create a culture	Employees are empowered, prepared	Employee survey questions establish	March 2028	Service Manager – Organisational	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
	where employees are prepared for change. 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.	and enabled to embrace change.	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		Development & Change	
Best Value Actions	6 Implement workforce related actions contained within the Best Value Plan in accordance with agreed timescales	Effective distributive leadership and collaborative working. Organisational capacity to deliver services, communication that promotes an improvement focused culture and effective arrangements to	Milestones: • Employee survey responses show greater than 20% improvement in leadership questions • Culture of cooperation and partnership evidenced in	Dec 2026	Service Managers – People Management & Organisational Development & Change	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
		support transformation. Improved use of data including exploration of use of real time data where possible	leadership survey results Real time data researched and assessed with timescale for implementation if viable			
Continuous Improvement – Strategy & Performance	7 Guide relevant services to complete assessments by March 2026.	Cycle is embedded.		March 2027	Strategy and Performance Manager	2
Performance Management	8 Further development of Ideagen for performance reporting	Creation of dashboards for reporting	Agree format and reporting of dashboards	31 March 2027		3
	9 Provide information and research support in the development of the LOIP 2027	Council meets data and analysis requirement in its contribution to the revision of LOIP priorities	Actions and outcome measures in place for LOIP 2027	March 2027		1
Health & Wellbeing	10 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.	Pls CORP6a Sickness absence days per teacher reduced by 0.5 days per fte (Reduce by 0.5 days)	31 March 2027 (Ongoing Annually)	Service manager – People Management	2

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
			- CORP6b Sickness absence days nonteacher reduced by 0.5 days per fte (Reduce by 0.5 days) - Sickness absence days lost (Service) (Non-Teacher) % of Sickness (Service) (Non-Teacher)			
	11 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	Absence is managed effectively and levels are reduced efficiently and timeously 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. - Ensure revised absence management procedures are applied by managers.	March 2027/Ongoing	Service Managers – People Management & Organisational Development & Change	2
Workforce Culture for Change	12 Develop workforce culture to support and enable change	Employees are involved in change with opportunities to support the design, delivery and	feedback from teams will be used to assess the effectiveness of	31 March 2027 (Ongoing)	Service managers	1

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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
		implementation of service related changes and transformation	change management through and the successful implementation of service-related changes			