2020-21 Quarter to March Human Resources & Organisational Development
Performance Report - Service Plan

4.0 - Strategic Objectives

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HR&OD20-22.Strat-4.1	Developing workforce –review and develop the council's workforce strategy and plan	30-Apr-2021	Interim workforce plan 2020-22 agreed at the Education, Communities and Organisational Development committee at their meeting held on 18 November 2020.	100%	✅
HR&OD20-22.Strat-4.2	Developing workforce: transformation and change Manage employee relations and consultation comprehensively and sensitively in relation to workforce changes	31-Mar-2022	Strategic Trades Unions/Officer Group meetings re-instigated following move into recovery and renewal phases in 2020 with more frequent Covid-19 related TU/Officer Group meetings continuing with frequency altered as dictated by national policy. A number of service based meetings with the trade unions taking place both on a scheduled and ad hoc basis for specific issues/change management exercises.	40%	▶
HR&OD20-22.Strat-4.3	Consider enhanced investment in leadership development (BV)	31-Mar-2022	Research on leadership development landscape, best practice and options available, with costs, progressing.	17%	▶
HR&OD20-22.Strat-4.3a	Implement training for officers on outcome based planning (BV)	30-Sep-2021	Two virtual pilot workshops introducing outcome based planning to a number of council officers and partner representatives were held to assist in finalising the delivery framework of the Local Outcome Improvement Plan. Work to develop this training further will continue during quarter 1 2021/22.	15%	▶
HR&OD20-22.Strat-4.3b	Implement re-designed leadership development to ensure it develops the skills and behaviours necessary for the corporate and strategic direction and leadership the council requires	31-Mar-2022	Current Leadership & Development provision is an interim extension of activity developed in conjunction with the Improvement Service. Work has been ongoing with the re-design of this training to have more of a focus on a blended learning model. This revised training will require an e-learning platform with more functionality to work effectively. Work has begun with procurement to identify the best way forward to deliver this.	20%	▶
HR&OD20-22.Strat-4.4	Work with elected members to implement the elected member development strategy through programmed activities and personal development plans to support	23-Dec-2022	Elected member one-to one sessions have been undertaken. A calendar of activity has been developed covering corporate needs and the issues raised in the Best Value audit. This is awaiting final sign off and when available, all	30%	▶

	strategic and corporate roles of members (BV)		activities and workshops will be offered to Elected Members.		
HR&OD20-22.Strat-4.4a	Implement training for councillors on effective scrutiny of performance(BV)	30-Sep-2021	Research has been undertaken and Elected Member specific external development activities as well as some in-house workshops focusing on the effective scrutiny of performance are currently in design. When confirmed, all activities and workshops for Elected Members will be available for online booking.	30%	▷

5.0 - Service Level Objectives

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
HR&OD20-22.Serv-5.1	Support the implementation of the Council's Health and Work Policy in order to deliver ongoing improvements in absence levels	31-Mar-2022	Advice and support for targeted case management continues across services. Spend to save investment proposal drafted. Mental health awareness training in place for managers.	40%	▷
HR&OD20-22.Serv-5.2	Manage risks well by implementing our health and safety system effectively	31-Mar-2022	The central health and safety team continues to provide advice and support across services in relation to Covid-19 ensuring that risk assessments are continually reviewed and updated as necessary as progress is made and changes are required. A programme of FRAs, Audits and Inspections has been outlined for 21/22, with prioritisation on the basis of identified higher risk areas. Policy review and development work has been identified and included in the team plan for 21/22.	25%	▷
HR&OD20-22.Serv-5.3	Developing the Health and Safety Culture of the council	31-Mar-2022	Initial discussions have been held with various ideas put forward for consideration in the development of a programme of activity that will support this work going forward. Most activity in this respect has been related to COVID-19 activity which has dominated the communications during the last 12 months with communications through manager briefings, staff updates and TU / Officer activity.	40%	▷
HR&OD20-22.Serv-5.5	Prepare workforce for future requirements	31-Mar-2022	ICT work in relation to the Digital Champions remit is now complete (see ICT Service Plan Action 5.2) with the remit now passed to the OD team to progress and finalise. The Digital Champions approach has been researched with the role of a Digital Champion scoped. Communication is currently being drafted to establish interest within Moray Council. A Digital Skills awareness questionnaire is also in development to ascertain the starting position and monitor the progress of any activity undertaken.	25%	▷
HR&OD20-22.Serv-5.6	Continue to monitor the long term impact on the pay structure arising from the living wage and other pay related issues	31-Mar-2022	Period of extension entered into, reports to Committee and Full Council to advise additional time and resource required due to complexities of work and implications of proposals.	25%	▷

2020-21 Quarter to March ICT Performance Report - Service Plan

4.0 - Strategic Objectives

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
ICT20-22.Strat-4.1	Modernisation and Improvement: Developing digital services–review, develop and implement ICT and Digital Strategy	29-Apr-2022	The review of the ICT and digital strategy is ongoing and will now allow the impact of Covid to be taken into consideration and the changing requirements of the Council and its customers Post Covid e.g. increased homeworking, learning and teaching, digital communications, Video Conferencing etc.	10%	▶
ICT20-22.Strat-4.2	Extend the availability of online services available to the parents of schoolchildren and provide a single view of their transactions with the council via the customer portal	23-Dec-2020	Project completed during Q3 as planned. Parent Portal rolled out to all Moray Schools. Uptake across schools has been varied with around 38% of pupils now matched. Schools starting to use some of the features available but due to timing and present restrictions some areas have been limited. Groupcall additional training sessions held for all schools to help encourage more use of the systems available in the most cost effective method. Parents evening system now available for secondary schools at a preferential rate agreed for all Scottish Councils. End of project report completed prior to being submitted to the Transformation Board.	100%	✅
ICT20-22.Strat-4.3	Extend the availability of online services available to Children's Social Work Services and provide improved access to services via the council web site and customer portal	31-Mar-2021	A business case for Children's Social Work was submitted as planned by ICT. Testing of the NHS 'Near Me (Attend Anywhere)' application was also undertaken with a number of teams in adult social care and at Speyside High. Due to management changes within Children's Services, no update on the next stages of this work is currently available and ICT work is on hold. It is anticipated further ICT involvement will be required to support Children's Services identify what additional services will be available online but completion of this project is dependent on Children's Services having the resources to collaborate with ICT.	80%	⬟

5.0 - Service Level Objectives

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
ICT20-22.Serv-5.1	Cyber resilience	30-Nov-2021	Although accreditation has not been achieved yet, a lot of business as usual work has been undertaken on contract renewals and system upgrades to ensure that the security infrastructure is kept up to date.	7%	▶
ICT20-22.Serv-5.1a	Cyber essentials plus accreditation achieved for corporate network	29-Jan-2021	The Cabinet Office have advised that there will be latitude on the timescales for Public Service Network (PSN) submissions due to the pandemic. They have also indicated that they have limited resource available for assessment. Further discussions have taken place with the supplier aimed at finalising the scope of the IT Health Check. Remediation work to ensure compliance will follow. This work will be a priority for Q1 2021/22.	10%	⬢
ICT20-22.Serv-5.1b	Cyber essentials achieved for schools network.	30-Nov-2021	Review of current arrangements for password management for staff undertaken. Proposals for improved and more secure password policy to be discussed with a view to implementing after summer recess.	5%	▶
ICT20-22.Serv-5.2	Developing digital services - Establish a digital culture within the council.	31-Mar-2022	ICT work in relation to the review of LEAN management software is complete and a number of benefits have been identified. An investment proposal has been prepared and opportunities confirmed for when software is made available. The Digital Champions remit has now been passed to the OD team to progress and finalise (see HR & OD Service Plan 2020-22 Action 5.5).	100%	✓
ICT20-22.Serv-5.3	Transformation-Expand and enhance the provision of flexible and mobile working within the council.	26-Feb-2021	The 'Flexible by Default' approach has been established as the norm with the rollout of dedicated laptops to corporate staff now complete. At the end of March 2021, 75% of all ICT users are now classed as flexible (compared to just 30% at the end of the previous transformation programme Designing Better Services). Although this initial project aim has been met, it is necessary to continue with this focus as the council recovers from dealing with the COVID-19 pandemic and considers how to accommodate continued physical distancing in the workplace as well as the longer term organisational requirements. During the pandemic, the infrastructure to support home working was upgraded and is now capable of supporting all members of staff designated as flexible workers. In the last twelve months, the number of staff accessing the network remotely has increased from 30 – 40 per day to more than 700 per day. Continuing with this work will ensure the vision and requirements of Moray Council post COVID will be met and that the benefits achieved from the work undertaken during 2020 is not lost or reduced and the Council is well placed to cater for future requirements.	100%	✓

ICT20-22.Serv-5.4	Transformation –Implementation and promotion of Video Conferencing	24-Dec-2020	The target date for this project underestimated the amount of work that is required to implement MS Teams in an enterprise environment. Although a project team has been formed, there are still competing priorities that divert members of the team from the project. Nevertheless, significant progress has been made in Q4. The work to integrate MS Teams with existing user accounts and Outlook calendars has been successfully completed along with the process to create new users and assign appropriate licences. Work is progressing on the security aspects within Teams as well as the rollout plan. It is also worth highlighting that around 25% of all ICT users already have access to MS Teams. This work will carry over to 2021/22.	60%	🟥
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	The Education ICT Strategy Group has been reviewed and now covers three main themes Curriculum, Learning and Teaching and Digital Inclusion. The Education Strategy is in now in its final stages with adaptions made to take into account the additional requirements due to COVID and the changes to how Learning and Teaching is delivered. As part of these new and additional requirements, proposals are being prepared to move to a 1:1 device strategy for pupils.	35%	▶