



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







4.0 - Strategic Level Objectives - A Sustainable Council that provides valued services to our communities


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 on a 3 weekly basis. A number of departmental consultative groups have also been re-initiated. These meetings consider a range of scheduled items and specific issues/change management exercises.	45%	
HR&OD20-22.Strat-4.3	Consider enhanced investment in leadership development (BV)	31-Mar-2022	Research on leadership development landscape completed and paper including development opportunities written for the senior team. Work to organise the development opportunities will now take place.	50%	
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 was held in Dec 20. The content has now been translated into an e-learning module and is being peer reviewed before launching on the learning management system.	60%	
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	Work is ongoing with the re-design of existing training material and new content needs to develop a blended learning model. Recruitment, Customer Service, Leading in Complexity are examples of modules that have been redesigned. This revised training will require a Learning Management System with more functionality to work effectively. Work has begun with procurement to identify the best way	40%	

			forward to deliver this.		
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 strategic and corporate roles of members (BV)	23-Dec-2022	Elected member one-to one sessions have been undertaken. A calendar of activity has been developed that covers both corporate needs and the issues raised in the Best Value audit. Work is now underway to organise the development opportunities and biannual 1 to 1 sessions. A self-reflection appraisal document has been developed to support elected members in considering development needs.	45%	
HR&OD20-22.Strat-4.4a	Implement training for councillors on effective scrutiny of performance(BV)	30-Sep-2021	Effective scrutiny of performance workshop is currently in development. Meeting occurred to understand context with senior members. Improvement Service redesigning scrutiny activity to focus in on our need. Dates being proposed for workshop.	45%	

5.0 - Service Level Objectives - A Sustainable Council that provides valued services to our communities

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. FARM meetings are re-initiated with most taking place virtually. Work ongoing in relation the management of long COVID cases.	45%	
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.	40%	
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.	50%	
HR&OD20-22.Serv-5.5	Prepare workforce for future requirements	31-Mar-2022	The launch of Digital Champions is underway with all Head of Services receiving communication to explain the project. A council wide recruitment campaign will be launched in September to establish the level of interest for volunteers. To help support staff members with the utilisation of MS Teams, an e-learning module has also been developed by the OD Team.	45%	

5.0 - Service Level Objectives - Reward and Recognition

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
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. A series of options have been developed with a working party now established and meeting regularly.	35%	


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






4.0 - Strategic Objectives - A Sustainable Council that provides valued services to our communities



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 has continued during quarter 1 and will include reviewing the new ways of working that have come from COVID.	15%	
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	The roll out of the Parent Portal to all Moray schools is now complete. Uptake across the ASGs has been varied. As of 30 August 2021, total percentage uptake sits at 42% with 4995 pupils linked to parent accounts. Schools are 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	Due to management changes within Children's Services, there is still no update on the next stages of this project and ICT work, that was due for completion by end of March 2021, remains on hold. 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 - Compliance

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. Q1 Update still required.	7%	

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ICT20-22.Serv-5.1a	Cyber essentials plus accreditation achieved for corporate network	29-Jan-2021	Cabinet Office have advised that there will be latitude on the timescales for PSN submissions because of the pandemic. They have also indicated that they have limited resource available for assessment. Further discussions with supplier to finalise scope of IT Health Check and remediation work still to be undertaken. This work will be carried over to 2021/22 and will be a priority for Q1. Q1 Update still required.	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. Q1 Update still required.	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). Q1 Update still required.	100%	

ICT20-22.Serv-5.3	Transformation-Expand and enhance the provision of flexible and mobile working within the council.	26-Feb-2021	<p>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.)</p> <p>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.</p>	100%	
ICT20-22.Serv-5.4	Transformation –Implementation and promotion of Video Conferencing	24-Dec-2020	<p>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.</p> <p>Q1 Update still required.</p>	60%	
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	<p>The action to undertake forward planning through the development of a Schools Strategy has not been completed by the end of Quarter 1 2021/22 as anticipated. A draft strategy (which covers the identified additional requirements due to COVID and the resulting changes to how Learning & Teaching will be delivered) is now complete and awaiting consultation.</p>	50%	