2021-22 Quarter to September 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 the 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 the Workforce:- Transformation and Change	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 continued 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.	50%	▶
HR&OD20-22.Strat-4.3	Consider enhanced investment in leadership development (BV)	31-Mar-2022	The interim leadership development paper for the Senior Management Team has now been approved with work now ongoing to organise the training and development opportunities. Researching the landscape has now also commenced with a view to a longer term development programme.	75%	▶
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 at the end of 2020. These workshops have now been translated into an e-learning module and peer reviewed. Although slightly later than originally planned, it is anticipated that after some final amendments, this module will be launched on the learning management system by early November 2021 with communications now being developed to assist with this.	90%	🛑
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	31-Mar-2022	Work remains ongoing with the re-design of existing leadership development training material into a blended learning model. Modules covering Recruitment, Customer Services, GDPR, Equalities, Leading	60%	▶

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	requires		in Complexity and 3 Horizons have been peer reviewed with final amendments to be actioned before launching on the Learning Management System. Hybrid working resources have been developed to support individuals and managers with the current mix of office and home working environment.		
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	Work on this action has progressed well with a calendar of learning activity and development opportunities now in place that covers both Moray Council's corporate needs and the issues raised in the Best Value Audit. A self-reflection appraisal document has also been created to support elected members in considering their development needs and biannual one to one sessions have been arranged.	100%	▶
HR&OD20-22.Strat-4.4a	Implement training for councillors on effective scrutiny of performance(BV)	30-Sep-2021	This action has not been achieved by the original anticipated due date however work with the Senior Management Team on the questioning techniques expected to achieve effective scrutiny of performance by councillors is now complete. The Scrutiny Guidance document has been updated and a training workshop, to be delivered in conjunction with the Improvement Service, will take place early December 2021.	85%	⬣

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. 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.	50%	▶
HR&OD20-22.Serv-5.2	Manage risks well by implementing our health and safety system effectively	31-Mar-2022	A programme of FRAs, Audits and Inspections has been outlined for 2021/22 with prioritisation on higher risk areas. Policy review and development work has been identified and included in the team plan for 2021/22. Progress is ongoing and generally on target but has slowed over the summer months due to leave commitments and a vacancy in the team (which has now been filled). Alongside this work, the central health and safety team continues to provide advice and support across services in relation to the recovery from Covid-19.	45%	▶
HR&OD20-22.Serv-5.3	Developing the Health and Safety Culture of the council	31-Mar-2022	A programme of activity to support the development of Health and Safety within the council has been planned and will include working closely with the OD and Communications Teams. There is a continuing need for a focus on activity relating to the recovery from COVID-19, particularly with the phased return to office working environments, with communications undertaken via manager briefings, staff updates	50%	▶

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			and Trade Union/Officer activity.		
HR&OD20-22.Serv-5.5	Prepare workforce for future requirements	31-Mar-2022	The Digital Champions initiative was launched as planned in September with recruitment of volunteers now ongoing. The focus of the project will now be on enhancing the message across all areas of the council to ensure as many individuals as possible are encouraged to take part in supporting the council's plans to become more digital. The roll out of MS Teams has continued with 40% of all permanent accounts now complete. To help support staff utilise MS Teams effectively, an e-learning module has been developed and is now available on the Learning Management System.	55%	▶

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	Five options for re-modelling are being considered by the Joint Working Group. An update report is due for Corporate Committee on 30th November 2021	50%	▶

2021-22 Quarter to September 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 2 although much of this work has focused on the Council's Hybrid Working Strategy	20%	▶
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. At the end of Q2 2021/22, total percentage uptake sits at 46% with 5396 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, no progress has been made with this action during the first half of 2021/22. ICT involvement is still on hold awaiting opportunities to proceed	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.	50%	▶
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. Still in with discussions with supplier to organise on site checks for the accreditation process. The recruitment of additional resource for Information Security in Q3 will help to accelerate this work. Contract renewals for antivirus, encryption software, Firewalls, and web filtering have been completed. Work has started on an upgrade to the corporate email filtering system. Discussions and demonstrations have taken place with a provider for a solution to raise cyber security awareness. This includes the ability to run simulated phishing attacks in a secure way to raise staff awareness.	50%	⬡
ICT20-22.Serv-5.1b	Cyber essentials achieved for schools network.	30-Nov-2021	A new password policy has been implemented for teachers and staff in schools, which is line with corporate standards. Contract renewals for antivirus, Firewalls, and web filtering have been completed. Work is ongoing to implement Windows 10 devices in schools	50%	▶

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Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
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.)	100%	✔

			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.		
ICT20-22.Serv-5.4	Transformation –Implementation and promotion of Video Conferencing	24-Dec-2020	The original target date for this project underestimated the amount of work that is required to implement MS Teams in an enterprise environment however progress has been made during the first half of 2021/22 and this action is now 85% complete. A dedicated project team has been formed and although there are still competing priorities, recruitment of additional ICT staff is nearly complete and these additional resource will enable the implementation of the wider aspects of the Microsoft 365 suite. Security work is complete and Multi Factor Authentication has been implemented to protect Teams accounts from unauthorised external access. The automated rollout process has been successful and all laptops users should now have access to Microsoft Teams – circa 1300 users. Work is still required to migrate some initial MS Teams trial accounts and to rollout MS Teams to fixed users. The latter has wider implications in terms of the current hardware in use and work is ongoing to look at the scope and options for this group of staff	85%	🔴
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	This action has not been completed by the end of Quarter 1 2021/22 as originally anticipated. ICT continue to work with Education on a draft strategy, taking into account revised proposals and emerging issues reported by schools. As development of this work now sits within Transformation, the involvement of wider colleagues will also be required.	50%	🔴