2021-22 Quarter to March - Human Resources & Organisational Development
Performance Report - Service Plan

4.0 - Strategic Level Outcomes - 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. Work in this area will be carried forward into 2022/23.	75%	🛑
HR&OD20-22.Strat-4.3	Consider enhanced investment in leadership development (BV)	31-Mar-2022	Interim leadership development opportunities are now available through a blended programme. Work to deliver the future leadership development approach will be carried forward into 2022/23.	65%	🛑
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 available on the learning management system.	100%	✅
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	As with 4.3 above; interim leadership development opportunities are now available through a blended programme. Work to deliver the future leadership development approach will be carried forward into 2022-23.	30%	🛑

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
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 was completed ahead of the proposed due date 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	An effective scrutiny workshop planned with the Improvement Service to take place in February was cancelled due to lack of interest. This will be carried forward as an area of work for 2022/23 and be included as part of the development programme for newly elected councillors following the local elections in May.	85%	🛑

5.0 - Service Level Outcomes - 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. Work in this area will continue in 2022/23.	75%	🛑
HR&OD20-22.Serv-5.2	Manage risks well by implementing our health and safety system effectively	31-Mar-2022	A programme of Fire Risk Assessments (FRAs) and Audits and Inspections, prioritising higher risk areas, had been outlined for 2021/22. However due to the ongoing impact and outbreaks of COVID-19, particularly in schools, progress has been affected with some work delayed and carried forward into 2022/23. All required policy reviews and developments have been identified with one agreed at Committee and implementation work now ongoing.	80%	🛑
HR&OD20-22.Serv-5.3	Developing the Health and Safety Culture of the council	31-Mar-2022	A number of activities to support the development of a Health and Safety Culture within Moray Council have been progressed, in particular communication within HR Bulletins and Connect. This work is ongoing and will be carried forward into 2022/23 with further interventions planned.	80%	🛑
HR&OD20-22.Serv-5.5	Prepare workforce for future requirements	31-Mar-2022	The workforce digital skills survey was undertaken as planned during quarter 4. Results will now be analysed and a plan of activity developed to address those areas identified for improvement. If possible, Digital Champions will be used to assist with this. This work will be included in the HR, OD and ICT Service Plan for 2022-23.	100%	✅

5.0 - Service Level Outcomes - 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	A preferred model and implementation proposal has been agreed for formal consultation with a view to implementing on 01 April 2022.	100%	✅

2021-22 – Quarter to March - ICT Performance Report - Service Plan

4.0 - Strategic Outcomes - 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 4 and will include the Councils Hybrid working strategy which has been reviewed and if being prepared for further consultation. ICT are enabling changes as required.	75%	▶
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	System is now in operational phase and is to be marketed by Education to increase sign up which currently sits at 53% of parents and ranges from an uptake of 40% to 79% dependant on ASG	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	Work has continued where possible to identify opportunities to progress with this action in partnerships with Children's Services Social Work. Key areas include secure data sharing and training requirements however resourcing for this has been limited on both sides.	80%	🛑

5.0 - Service Level Outcomes - Compliance

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
ICT20-22.Serv-5.1	Cyber resilience	31-Mar-2022	Cyber resilience work has continued during quarter 4 with business as usual work now complete for 2021/22. The corporate email filtering and antivirus solutions contract was renewed and procurement of the new email phishing and cyber security awareness solution was completed by year end. Planning for the data migration and implementation for this is scheduled to commence in May 2022.	100%	✅

Action Code	Action Title	Due Date	Latest Status Update	Status Progress	Status Icon
			Staff were involved in completing cyber assurance and national co-ordination surveys for the Scottish Government Cyber Resilience Unit (CRU). This included a short review of the self-assessment tool that will assist in achieving target compliance by the end of March 2023. Communication is ongoing with the CRU to ensure the team are kept informed of any developing threats, in particular the potential for any arising from the conflict in Ukraine. For the school network, compliance work to migrate from Windows 7 to Windows 10 continues.		
ICT20-22.Serv-5.1a	Cyber essentials plus accreditation achieved for corporate network	30 Apr 2022	After a recent External Audit Report, the target date for this action was extended to 30 April 2022 to allow completion of the required work and specific actions and measures to be developed. The IT Health Check is now complete and discussions are ongoing with the external security provider regarding external testing.	80%	▶
ICT20-22.Serv-5.1b	Cyber essentials achieved for schools network.	30 Apr 2022	Corporate accreditation has been identified as the priority at this time and work relating to the schools network will continue once accreditation has been achieved corporately. In line with this, the due date of this action has been extended and this action will be carried forward to the 2022/23 service plan. . As indicated previously, a number of the key controls for schools are in place and at the required standard. The main areas to review will be password policy and legacy software.	75%	▶

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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.). 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	100%	✓

			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	All work in relation to the implementation and promotion of Video Conferencing is now complete with MS Teams now rolled out to all laptop users. Priority desktop users are being addressed as required, Remainder will be picked up via desktop refresh. All users will be able to join Teams sessions via audio once the renewal contract is complete.	100%	✅
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	Work to develop a forward planning schools strategy now sits with the Transformation team due to revised proposals and emerging issues requiring the involvement of colleagues from a wider remit. Requirements will be driven mainly by colleagues in the Education Service rather than being led by technology however ICT will continue to advise and provide support where required. On that basis, the work from an ICT perspective for the current service plan is considered to be complete.	100%	✅