



# 2021-22 Quarter to December- 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.	75%	
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. Development opportunities will be organised and offered to the senior team, using the development matrix, as and when the dates become available for the courses. The more substantive work required for the longer term requirements for refreshing the leadership development approach will be carried over to 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 are 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	31-Mar-2022	The re-design of existing and new leadership development training material into a blended learning model has continued. Modules covering; Microsoft Teams, Introduction to H&S, Customer Services	30%	


	requires		and GDPR refresher are now all available on learning management system. Child Protection, DSE, ASP, Equalities and Diversity, Leading in Complexity and 3 Horizons have been peer reviewed and will be launched on the Learning Management System after some final amendments. Hybrid working resources have been developed and are now available on the Interchange to support individuals and managers deal with the mix of office and home working. As above in 4.3, the future direction of leadership development will be carried forward into 2022-23.		
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, originally planned to be delivered in conjunction with the Improvement Service in December 2021, will now take place in Feb 2022.	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.	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, 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. Most areas of work are progressing well however slippage has occurred with some areas of policy work due to the move back to COVID emergency response due to Omicron and the resulting additional work. It is anticipated that during Q4, some of this slippage can be recovered.	60%	
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 includes working closely with the OD and Communications Teams. However this work	60%	

			has been negatively impacted by the move back to COVID emergency response due to Omicron. Additional communication with staff has been required and undertaken via manager briefings, staff updates and Trade Union/Officer activity. It is anticipated that during Q4, there will be an opportunity to recover the planned work and proceed towards meeting the initial targets identified.		
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 18 volunteers signed up to date. The OD team are now monitoring the use of these Digital Champions and organising a digital survey to baseline the digital skills of the workforce and help direct further development activity. Work will also continue to encourage others to take part and develop the volunteer group further. 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.	75%	

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




## 2020-22 Quarter to December - 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 3 and will include the Councils Hybrid working strategy which has been reviewed and is being prepared for further consultation	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	The roll out of the Parent Portal to all Moray schools is now complete. Uptake across the ASGs has been varied. As of 31 December, total percentage uptake sits at 49%. 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	There is still no progress to date with extending the availability of online services for Children's Social Work Services. Key areas have been identified by ICT but completion of this project remains dependent on Children's Services having the resources to collaborate.	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	<p>Work on cyber resilience has continued in a number of areas. The renewal for the core Firewall and Disk Encryption contract is complete and preparations have started on renewal of both the Corporate Email and Anti-Virus contracts. The investment proposal for the email phishing and cyber-security awareness raising solution has been approved and a national framework identified as a potential procurement route. It is anticipated this will be purchased during quarter 4 2021/22 with implementation identified as a key area of the new ICT Service Plan for 2022/23.</p> <p>An assessment of lessons learned from a recent SEPA cyber-attack has been conducted and there is an ongoing response to phishing emails with any associated remediation work (which seems to be on the increase) undertaken where appropriate.</p> <p>For the school network, implementation of new antivirus solution for schools is ongoing along with compliance work to migrate from Windows 7 to Windows 10. The renewal of email filtering contract for schools is also underway.</p>	75%	
ICT20-22.Serv-5.1a	Cyber essentials plus accreditation achieved for corporate network	29-Jan-2021	Discussions have resumed with the external security provider to agree the scope and logistics of the IT Health Check. A revised target of April 2022 has been set, as part of the latest External Audit report.	75%	
ICT20-22.Serv-5.1b	Cyber essentials achieved for schools network.	30-Nov-2021	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.	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	<p>The 'Flexible by Default' approach is being amended to reflect the longer term organisational expectation around hybrid working as the norm. The rollout of dedicated laptops to corporate staff is 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.</p> <p>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>Work on the migration of the trial accounts is nearing completion and is expected to be finalised by the end of the financial year. This will ensure connecting to Teams is via the existing network logins rather than temporary accounts set up for the trial. The OD Team have been involved in the promotion of MS Teams and have created a support tool relating to its functional use. The mechanism to roll out MS Teams to all users is well established, but the work to rollout the necessary hardware and peripherals will revert to the business as usual team. This will allow the project team to start work on the wider Microsoft 365 project.</p>	95%	
ICT20-22.Serv-5.5	Forward planning –Schools strategy development	30-Jun-2021	<p>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.</p>	50%	