



REPORT TO: CORPORATE COMMITTEE ON 11 JUNE 2024

**SUBJECT: PERFORMANCE REPORT (HUMAN RESOURCES,
INFORMATION COMMUNICATIONS TECHNOLOGY AND
ORGANISATIONAL DEVELOPMENT) – PERIOD TO MARCH 2024**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND
ORGANISATIONAL DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1 To inform the Committee of the performance of the service for the period to 31 March 2024.
- 1.2 This report is submitted to Committee in terms of Section III (A) (4) of the Council's Scheme of Administration to monitor performance in accordance with the Council's Performance Management Framework.

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) scrutinises performance in the areas of Service Planning, Service Performance and other related data to the end of March 2024; and**
- (ii) notes the actions being taken to improve performance where required.**

3. BACKGROUND

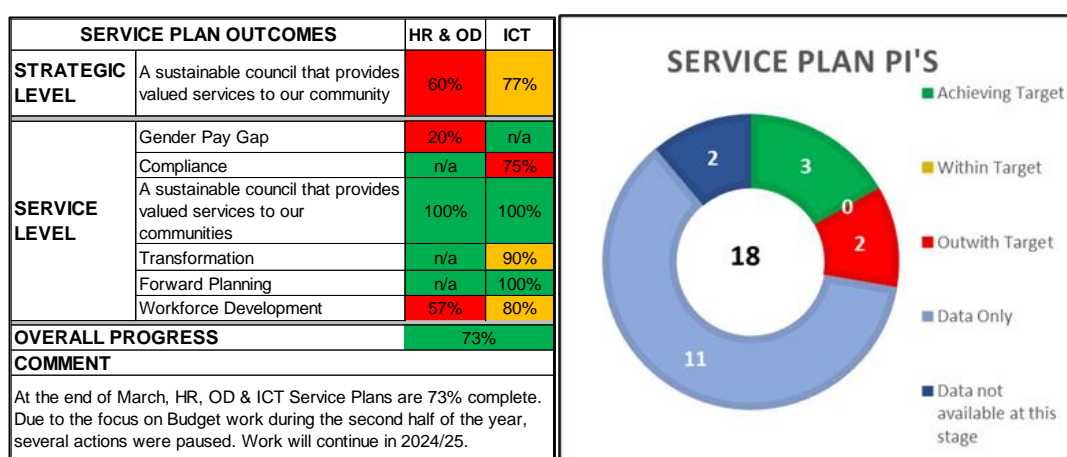
- 3.1 On 7 August 2019, the Moray Council approved a revised Performance Management Framework for services (para 5 of minute refers).

4. SERVICE PLANNING

- 4.1 Each service plan sets out the strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities. This report provides an interim update on progress on the service plan, key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

4.2 Latest Local Government Benchmarking Framework (LGBF) Indicators covering 2022/23, initially published in February 2024, will be refreshed in June. The full suite can be viewed via the [LGBF Dashboard](#). In total, there were four indicators covering Human Resources, ICT and Organisational Development published, two indicators ranked in the top 16 local authorities when compared nationally and two indicators ranked in the top 4 when compared in our family group of 8 local authorities. Overall, results improved from previous year performance for one indicator and worsened for three. Published indicators for this service have been incorporated within the relevant section of this report depending on whether used to evidence progress against strategic, service plan or service performance priorities. 2023/24 LGBF data will be available early 2025.

4.3 The narrative included is by exception, links to Service Plan Actions and Performance Indicators can be accessed within the Background Papers section of this report.



Strategic Outcomes – successes

4.4 A review of Transform is complete with Change Management policies and guidance updated to accommodate the adoption of the No Compulsory Redundancies principle. Both have been used successfully as part of the 2024/25 Budget review. (Action HR&OD23-24.Strat 4.2)

4.5 The council’s digital approach has expanded this year with 105 services now available online, ranging from school and nursery registrations, benefits applications and corporate complaints forms. At the end of March, 149k, logins had been recorded. It is anticipated this will continue to increase as digital services are promoted and developed. (Action ICT23-24.Strat.4.1a, PIs ICT001, ICT002)

Strategic Outcomes – challenges and actions to support

4.6 To allow resources to prioritise budget review activities, several HR & OD actions were paused during the second half of 2023/24. Progress has been made during quarter 4 around leadership development and recruitment and retention however work to establish trainee and apprentice programmes remains on hold due to the investment required and the Council’s financial position. This is being kept under review for reactivation when possible. All areas will continue out with original target timescales in 2024/25. (Action HR&OD23-24 Strat.4.1, 4.3 and 4.4)

- 4.7 Following a successful pilot with third sector organisations, a Personal Data Store (PDS) that will enhance the value of council data is now live. Next stages of this project will be led by Health and Social Care Moray. Workshops to take this forward are planned, with ICT providing technical support as required. (Action ICT23-24.Strat.4.2)

Service Level Outcomes – successes

- 4.8 Based on priorities, actions to empower and enable the workforce have been delivered. Skills for Change workshops are a core part of the training calendar while the review of Transform has provided more choice and opportunity for employees affected by budget savings proposals. Team Talks have also been amended to support the next stages of the process and recommendations from the Employee Survey, reported at a meeting of this committee on 30 January 2024 (para 12 of the Minute refers) are being taken forward. Work to deliver the ongoing wider requirements for an adaptable and flexible workforce will continue. (Action HR&OD23-24.Serv 5.1.1)
- 4.9 Planned work to support the implementation of the council's Health and Work policy is complete. Training sessions covering both Health and Work and Mental Health First Aid featured in the corporate training calendar and HR Advisors continue to support managers in dealing with absence cases. Due to cessation of the Flexible Workforce Development Fund the Mental Health First Aid course will not be offered through Moray College during 2024/25 although limited provision may be required to be bought in. Work will continue in 2024/25. (Action HR&OD23-24.Serv 5.1.2)
- 4.10 Support for the Smarter Working Project is complete with approximately 81% of staff that use ICT, now utilising mobile devices. Connectivity is available for NHS staff within council offices and WiFi access in schools extended. Preparatory work for Phase 2 is now well underway. (Action ICT23-24.Serv 5.2, PI ICT004)
- 4.11 Throughout the reporting year, ICT have worked with services and external organisations to identify and plan the replacement of corporate systems. Work around Care First is ongoing while a pilot Sharepoint 365 site was successfully built and tested with recommendations this be adopted for the Common Data Environment. Replacement of a new Learning Management System is progressing with procurement due to complete by the end of June 2024. (Action ICT23-24.Serv 5.4)

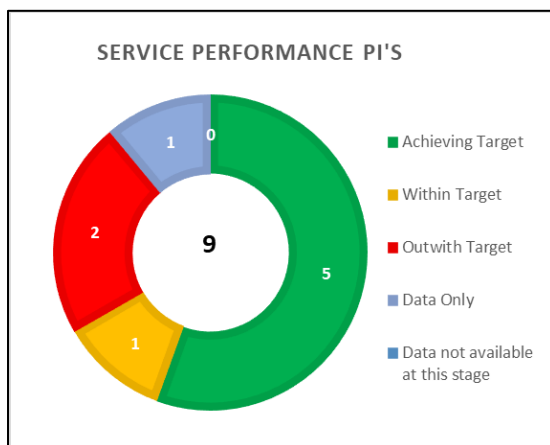
Service Level Outcomes – challenges and actions to support

- 4.12 Following a pause due to staff absence and budget priorities, work to address the Gender Pay Gap has recommenced with influencing factors identified and included within the Equality Outcomes and Mainstreaming Report, presented to a meeting of this committee on 23 April 2024 (item 9 of the Agenda refers). Latest figures show the Gender Pay Gap has fallen to 5.3%, assisted by the regrading of Social Care Assistants and the increase in the Scottish Living Wage, however Moray remains in the lowest quartile against a Scottish average of 2.5%. Work will continue to address this position in 2024/25. (Action HR&OD23-24.Serv 5.2 PI CORP3c)

- 4.13 Cyber Resilience work is ongoing with summaries received on a daily basis from the Scottish Cyber Co-ordination Centre and discussions ongoing around incident response and planning. Following the Phishing simulation in quarter 3, an online training module was launched in February. Although uptake was 48%, it is anticipated this will increase over the next few months with further training modules planned around passwords, secure remote working and malicious software. (Action ICT23-24.Serv 5.1, PI ICT003)
- 4.14 At the end of March, the move to M365 is reported as 90% complete with three quarters of all users and shared mailboxes migrated and 70% of all devices with access. Configuration for the final deployment is well underway and will be progressed as business-as-usual work by the team. (Action ICT23-24 Serv 5.3, PI ICT005)
- 4.15 Due to long term absence and other priorities, it has not been possible to undertake all ERDPs within the service, however, a high proportion are complete within ICT. Any outstanding will be arranged for 2024/25. (Action HR&OD23-24.Serv 5.3, PI ERDP.HROD3, Action ICT23-24.Serv 5.5, ERDP.ICT3)
- 4.16 Sickness absence levels across the Council have increased in 2022/23. In particular, absence amongst teaching staff has increased to 7.9 days per full time equivalent (FTE), above both the Scottish average of 6.8 days per FTE, and the family group average of 7.4 days per FTE. As a result, performance ranking has moved to the lowest quartile nationally but maintains a mid-ranking against family group comparator authorities. A worsening trend has been seen nationally with absence levels across Scotland now higher than pre-pandemic levels and the highest recorded since benchmarking began. Contributory factors include treatment delays, increasing mental health issues and recruitment challenges. National policy changes as well as support for wellbeing initiatives continue in response to these significant challenges. (PIs CORP6a, CORP6b)

5 SERVICE PERFORMANCE

- 5.1 In line with Performance Management Framework, operational performance is monitored quarterly by departmental management. Areas performing well and/or areas subject to a decreasing trend or where benchmarking results show performance below comparators will be reported to this Committee for member scrutiny.
- 5.2 The narrative included is by exception, links to Service Performance Indicators can be accessed within the Background Papers section of this report.



Operational Indicators – successes

5.3 Nothing to report.

Operational Indicators – challenges and actions to support

5.4 Incidents of violence and aggression against Moray Council employees continue to exceed target. Data from three sources provide a total of 3,757 incidents, an increase of 65% from 2022/23. Table 1 shows Education accounted for most of this increase. The process of reporting an incident within Education has improved with an online form allowing greater opportunity for analysis of areas requiring support. A trauma informed approach that is solution oriented has been agreed with mandatory training for all staff to continue the vision of being nurturing and inclusive. In terms of ASN and behaviour, specialist provision is currently being sought with a view to increasing this as part of a change management plan. (PI HROD006)

Table 1:

		Education	Corporate	Care Facility	Total
2022/23	Q1	296	5	81	382
	Q2	241	0	55	296
	Q3	582	6	99	687
	Q4	822	21	71	914
	Total	1941	32	306	2279
2023/24	Q1	959	7	90	1056
	Q2	716	3	90	809
	Q3	830	4	81	915
	Q4	875	2	100	977
	Total	3380	16	361	3757

5.5 Working days lost due to industrial injury/accident can fluctuate considerably due to varying circumstances. Often only one case can contribute to a significant increase. This was evident during the second half of the year with the majority of the days lost relating to one absence. (PI HROD007)

6 OTHER PERFORMANCE RELATED DATA

Complaints & MP/MSP Enquiries

6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Detailed tables can be accessed within the Background Papers section of this report.

- 6.2 During the reporting period, HR, ICT and OD has received no complaints but closed 1 investigative complaint. Target timescales were not met due to delays with correspondence. Following investigations, this complaint was not upheld.
- 6.3 Between October and March, no MP/MSP enquiries were received by HR, ICT and OD.

Other Performance (not included in the Service Plan)

- 6.4 Nothing to report.

Case Studies

- 6.5 To ensure access to clear and up to date workforce information, data dashboards were re-developed by HR and ICT. Following positive feedback, these are now available at Service level with further dashboards, featuring other key management related information, being piloted.

Consultation and Engagement

- 6.6 Engagement around budget related work and workforce implications has continued during quarter 4 with consultations and meetings taking place with Trade Union/Officer Groups and the Joint Consultative Committee. Regular meetings, providing advice and support, have also been held with managers and staff affected.

7 SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

(b) Policy and Legal

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

(c) Financial implications

None.

(d) Risk Implications

None.

(e) Staffing Implications

None.

(f) Property

None.

(g) Equalities/Socio Economic Impact

An Integrated Impact Assessment is not needed because the report is to inform the Committee on performance.

(h) Climate Change and Biodiversity Impacts

None

(i) Consultations

Depute Chief Executive (Education, Communities & OD), Head of HR, ICT & Organisational Development, Service Managers, Legal Services, the Equal Opportunities Officer and Caroline O'Connor, Committee Services Officer have been consulted with any comments received incorporated into this report.

8. CONCLUSIONS

8.1 At the end of March 2024, progress of the Human Resources, ICT and Organisational Development Service Plan is 73% complete. Several actions are out with original target timescales due to the focus on budget related work during the second half of the year. Work will continue in 2024/25.

Author of Report: Suzanne Wilson, Research and Information Officer
Background Papers: [Service Plan Actions](#)
[Service Plan Performance Indicators](#)
[Service Performance Indicators](#)
[Complaints Monitoring Report](#)

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