REPORT TO: **EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT COMMITTEE ON 3 FEBRUARY 2021**

SUBJECT: **PERFORMANCE REPORT HUMAN RESOURCES, ORGANISATIONAL DEVELOPMENT AND INFORMATION COMMUNICATIONS TECHNOLOGY – PERIOD FROM APRILTO DECEMBER 2020**

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

1. REASON FOR REPORT

1.1 To inform the Committee of the performance of the service for the period from 1 April to 31 December 2020.

1.2 This report is submitted to the Education, Communities and Organisational Development Committee following a decision of Moray Council on 17 June 2020 to agree a simplified committee structure as a result of the COVID-19 pandemic in the case of this committee the combining of the delegated responsibilities of Children and Young Peoples Services, Human Resources, Organisational Development and Information Communications Technology (ICT) (para 9 of the minute refers).

2. RECOMMENDATION

2.1 It is recommended that Committee:

   (i) scrutinises performance of the Service Plans, Operational Performance Indicators and Complaints to the end of December 2020; and

   (ii) notes that ACTION HR20-22-Serv.5.4 has been removed from Section 5 – Service Level Outcomes, of the Human Resources and Organisational Development Services Service Plan since it duplicated ACTION HR20-22-Serv.5.1.

3. BACKGROUND

3.1 On 7 August 2019, the Moray Council, approved a revised Performance Management Framework for services (para 5 of the minute refers). The framework introduced new arrangements for Managing, Delivering and Reporting of Performance with the aim of increasing focus on priority areas,

reducing the level of reporting on lower priority indicators and directing scrutiny towards areas of strategic importance trends. Whilst the key performance trends in operational performance will continue to be reported, the focus of committee scrutiny will be on the delivery of priorities in the Local Outcome Improvement Plan (LOIP), Corporate Plan and Service Plan. This report covers progress in achieving the HR, ICT and Organisational Development Service Plan priorities, as well the important trends in the key performance indicators.

3.2 The Performance Monitoring Statements document was developed to support the Performance Management Framework. This half-yearly performance report refers to this document. The document includes tabular updates on actions, indicators relating to Service Plan priorities as well as complaints data, and can be found at:
http://www.moray.gov.uk/moray_standard/page_92321.html

4. SUMMARY OF PERFORMANCE

4.1 At a meeting of the Executive Education, Communities and Organisational Development Committee on 18 November 2020, approval was given for the Human Resources and Organisational Development, and ICT Service Plans covering the period 2020-2022 (para 28 of the minute refers). As per the Performance Management Framework, this Service Plan consists of two distinct sections;
- Strategic Outcomes - locked down against commitments in National Outcomes, the Local Outcome Improvement Plan and the Corporate Plan.
- Service Level Outcomes – reflecting service priorities not covered in higher level plans.

4.2 A total of 10 actions are now included in the Human Resources Service Plan; none was due for completion by December 2020.

4.3 For the ICT Service Plan there were 8 actions; 2 were due for completion by December 2020 of which 1 was completed. Overall, the plan is 31% complete.

HR & OD Service Plan

Level of Action	Number of Actions	Expected completion by end December 2020	Actual completion by end December 2020
Strategic Outcome	5	Nil	Nil
Service Level Outcomes	5	Nil	Nil

ICT Service Plan

Level of Action	Number of Actions	Expected completion by end December 2020	Actual completion by end December 2020
Strategic Outcome	3	1	1 (100%)
Service Level Outcomes	5	1	Nil (0%)

Strategic Outcomes - successes

4.4   Contributing to the Corporate Plan priority 'Working towards a sustainable council that provides valued services to our communities', the action to extend the availability of online services available to the parents of school children and provide a single view of their transactions with the council via the customer portal was completed on time by the end of December 2020. The Parent Portal has been rolled out to all Moray Schools and the services available to parents include: annual data check; absence reporting; report cards; primary school parent evening bookings; permission slips and notifications; update details; access to timetables (secondary). Schools also have access to Groupcall which expands on the text messaging service included in click and go, mobile school app and email. (**ACTION ICT20-22.Strat-4.2**)

4.5   Recognising the very distinct demands being made on the workforce arising from the pandemic, an interim workforce strategy and plan was approved at the Education, Communities and Organisational Development Committee on 18 November 2020 covering the period 2020-2022 (para 28 of the minute refers) (**ACTION HR20-22.Strat-4.1**)

4.6   Transformation and change, also related to the pandemic in terms of the council's response with regard to Covid-19 risk assessment of safe working practices and supporting the increase in remote working, progressed positively in relation to employee relations and consultation to these very swift and significant changes.   Meetings with Trade Unions have taken place at a range of frequencies ranging from twice weekly to fortnightly in order to ensure a continuous two way flow of information and communication with regard to all issues related to Covid-19 that impacted on the workforce. Trade Unions have been involved in risk assessments for the full range of activities impacted by Covid-19 adjustments as well as amended safe operating procedures, new and amended workforce policies and ongoing resolution of queries to and from the workforce.   The Trade Unions have commented on the positive and flexible nature of the arrangements (**ACTION HR20-22.Strat-4.2**)

Service Level Outcomes - successes

4.7   The work of the ICT team has been significantly impacted by the demands of the response to the Covid-19 pandemic. Providing the Council with the capacity for flexible and homeworking was prioritised and so initial targets were met. Pre-pandemic there was on average 30-50 remote connections per day and now there are around 550-600. All staff that were identified as a priority by their departments have been enabled to work from home wherever possible, to ensure Covid-19 restrictions can be adhered to. The focus is now to ensure that moving forward the progress and benefits of digital working are maximised. Next steps are to build the infrastructure, digital tools and training for staff to ensure they have a solution that meets their future work needs, allowing for a cultural change to "flexible by default", the original aim of this particular action. (**ACTION ICT20-22.Serv-5.3**)

4.8 As a result of the required response to the Covid-19 pandemic, the health and safety culture of the Council has developed since March 2020. While large areas of normal council operations were paused during the lockdown, some high risk areas continued e.g. Waste. In other areas new risk had to be managed as a result of Covid-19 e.g. Care at Home. Clear messages around health and safety were established and cascaded with feedback from the workforce used to continually improve safe working practices.   This work was prioritised resulting in delay to some planned actions. (**ACTION HR20-22.Serv-5.3**)

4.9 Work that was also delayed by the pandemic but which is being progressed as a priority is in relation to ensuring the Council's pay structure is compliant with living wage requirements (**ACTION HR20-22.Serv.5.6**)

Strategic Outcomes – challenges and actions to support

4.10 Since March 2020 the work of the HR and OD teams have been completely diverted on to either responding to the pandemic through maintaining a service to those services still operating, contributing to the corporate response or redeployed to the Humanitarian Assistance Centre. This has impacted severely on the capacity to progress the majority of the actions within the workforce plan. The ongoing nature of the demands led to the revised Interim Workforce Strategy and Plan as noted in para 4.5.

4.11 Leadership and development activity had been progressing well with a blended collaborative approach with the Improvement Service under way.   Combined with the recommendations from the Best Value Audit, however, there is a clear requirement to review the leadership development landscape and refresh the Council's approach. This work has been included as a key piece of strategic work in the HR-OD Service Plan (**ACTION HR20-22.Strat.4.3**)

4.12 Linked with the above action, the development of Elected Members has also been delayed as resources were diverted to the emergency response.   Likewise, Elected Member development has been noted in the Best Value Audit and is also a key piece of strategic work (**ACTION HR20-22.Strat.4.4**)

Service Level Outcomes – challenges and actions to support

4.13 During the pandemic, it was decided to migrate to MS Teams as the main video conferencing solution as this has been widely adopted by public sector organisations. The renewal of the Microsoft agreement paved the way for the implementation of MS Teams. Work is being planned to make significant changes to the ICT Infrastructure that are required to provide the full functionality of MS Teams. Consideration is also being given to necessary adjustments to provide ongoing support and maintenance of the ICT infrastructure in light of the developments during the pandemic. The aims of this project have fundamentally changed, however, the action which was due to be completed by the end of December 2020 has achieved 15% progress. (**ACTION ICT20-22-5.4**)

4.14 Within HR, the action to deliver ongoing improvements in absence levels has been delayed due to the pandemic. While overall sickness absence rates reduced during lockdown, with the impact of covid it is important to progress work to improve absence levels and, specifically to support mental health. An investment proposal has been developed to contribute towards addressing these points. (**ACTION HR20-22-Serv.5.1**). It should also be noted that a duplicate entry for this action has been removed from the service plan (**ACTION HR20-22-Serv.5.4**)

4.15 As a result of the increase in remote working and the requirement to socially distance during work, the digital skills of the workforce have come into focus, both for job tasks and to communicate with colleagues. Therefore, action is planned to improve the digital skills of the workforce through development of a Digital Champions network and tools and resources to increase individual skills and confidence (**ACTION HR20-22-Serv. 5.5**)

Operational Indicators - successes

4.16 Six of the 9 HR & OD performance indicators, and one of the 5 ICT indicators met, or exceeded, the required standard.

Human Resources:

Code & Title	Gauge	Value	Target
✅ CS024a Number of Health and Safety Incidents reported (target ba...		58	62
✅ CS024b Number of Violence and Aggression Incidents reported (ta...		280	330
✅ CS037.1 Equal Opportunities Percentage of highest paid 5% of ear...		54.7%	50%
✅ CS045 Working days lost due to industrial injury / accidents (based...		0	71
✅ FS111 Payroll: Accuracy - Number		99.97%	99.5%
✅ FS112 Payroll: Accuracy - Value		99.99%	99.85%

ICT:

Code & Title	Gauge	Value	Target
✅ FICT174 Percentage availability of the Moray Council Website		100%	99%

4.17 Of particular note is the reduction in working days lost to industrial injury or accidents (**INDICATOR CS045**). This has decreased significantly in recent years and the actions and efforts of the central health and safety team, service managers and employees is acknowledged in achieving this improvement. As a result, the target will be revised for 2020/21.

Operational Indicators - challenges and actions to support

4.18 Three of the 9 HR & OD performance indicators were marginally outside the required standard, and 2 of the 5 ICT indicators did not meet the set targets..

Human Resources:

Code & Title	Gauge	Value	Target
⚠️ CS016B.1 Sickness Absence Rates - Average number of working ...		6.76	5.9
⚠️ CS016B.2 Sickness Absence Rates - Average number of working ...		12.69	11
⚠️ CS146 Human Resources - Employee Engagement Index Score		69	70

ICT:

Code & Title	Gauge	Value	Target
🔴 **CPS041** Help desk - Percentage resolution of calls within target tim…		73.6%	90%
🔴 **FICT173** ICT Action Plan completion percentage (cumulative)		20%	69%

4.19   Sickness absence rates show an increase on the Local Government Benchmarking Framework annual indicator increasing from 6.5 days per full-time equivalent (fte) for teachers and 12 days per fte for local government employees in 2018/19. The main reason for absence is consistently Depression/Stress/Anxiety across the workforce and a review is planned of how best to support people to stay in work and return to work in optimum time The impact of any actions are likely to take 18-24 months to be evidenced in statistics. In the meantime, arrangements for managers and staff are being refreshed in relation to support, guidance and mechanisms for assisting with promoting well-being.   The links with the engagement index are clear and the work to develop and improve engagement and culture is being refreshed as the council moves into recovery following this lockdown. (**INDICATORS CS016B.1 & CSO16B.2**)

4.20 The work of the ICT Servicedesk team has been particularly affected by the response to the pandemic. The volume of work increased significantly while the resource remained static and as a result the percentage of calls resolved started to drop below target in August. This was due to the deployment of approximately 50% of the support team to the roll-out of in excess of 2000 laptops to corporate users and school pupils. As a result of increased call volume, there is a high number of outstanding calls to the service on the desk, mainly lower priority issues. An adjustment to resources will be required to address this level of demand on an ongoing basis and this is under consideration. As the chart below shows, the Servicedesk team normally exceeds this target and the lower call response rate is due to the covid service pressures. (**INDICATOR CPS041**)

CPS041 - Help desk - percentage resolution of calls within target timescale
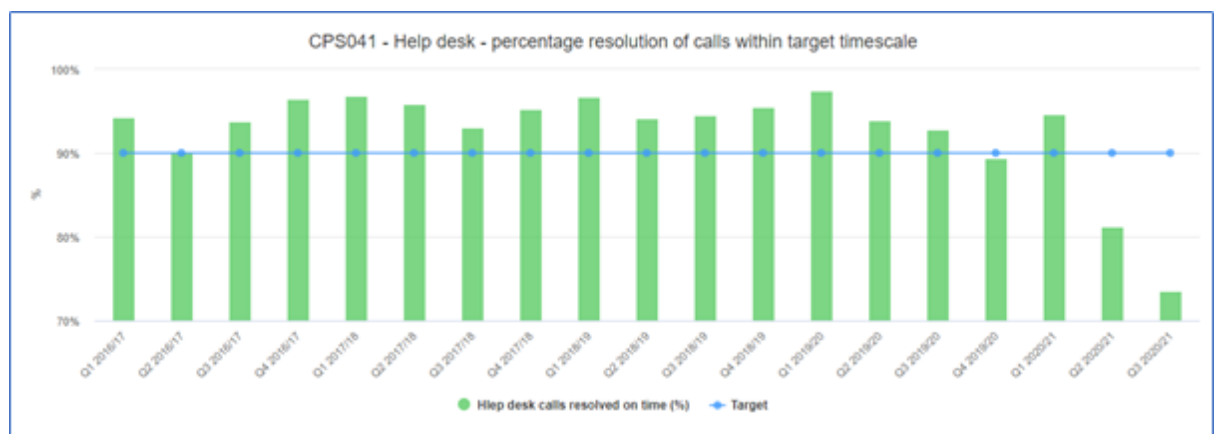
4.21   The Action Plan priorities have changed considerably due to COVID-19 with priority being given to statutory requirements and the COVID-19 Response & Recovery work. These priorities will continue to be reviewed while the ICT team continues responding to the COVID-19 pandemic measures. (**INDICATOR FICT 173**)

Complaints & MP/MSP Enquiries

4.22 Between April and December 2020, Human Resources, Organisational Development and Information Communications Technology received 1 complaint. None was closed during the same period. Three MP/MSP enquiries were received all related to HR issues.

5   **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 Equality Impact Assessment is not required as this report is to inform the Committee on performance.

   (h) Consultations
   The Head of Human Resources, Organisational Development and Information Communications Technology and Service Managers, have been consulted with any comments received incorporated into this report.

6.   **CONCLUSION**

6.1   After the first three-quarters of 2020-2021 the HR&OD and ICT Services Plans are broadly on track. However, the aims of the ICT service plan action to introduce the wider use of video-conferencing have fundamentally changed due to the experience gained as a result of the radical changes in working practices required to maintain service delivery during the pandemic. Consequently, this one action has been reviewed and re-planned. Performance is meeting, or exceeding

expectations, in most areas. However, some of the support activities provided by the ICT team have been affected by the significant amount of additional work the team has undertaken responding to the changing demands of all services during this period.

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Background Papers: Held by Author

HR & OD Service Plan

ICT Service Plan

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