

# **People & Technology Delivery Plan 2018-19**

## **Index**

1. Objective and Priorities.....	3
2. Overview & Profile.....	3
3. Performance Review .....	5
4. Strategic Assessment.....	8
5. Corporate Information .....	12
6. Resources .....	16
7. Risks.....	17
Appendix 1 – Structure Chart .....	19
Appendix 2 - Action Plan 2018-19 .....	20
Appendix 3: People & Technology Workforce Plan 2017-2022 .....	25

## 1. Objective and Priorities

The strategic area of People & Technology has a key role in ensuring successful delivery of the organisational capabilities of the Council Strategic Plan. Within this service area sits the responsibility for Strategic HR; Transactional HR and Payroll support; Organisational Development & Change; ICT, Health, Safety and Risk; and Organisational Resilience (including Business Continuity) across the Council.

This People & Technology delivery plan for 2018/19 provides an opportunity to reflect on our key achievements over the past 12 months and to set out our ambitions for the coming year, including the activities that will be progressed to deliver these ambitions.

## 2. Overview & Profile

There are six distinct functional areas within People & Technology:

### Strategic HR

The Strategic HR team exists to deliver a proactive, expert, customer-focused service, working in partnership with managers, employees and trades unions, to build a 'committed and skilled workforce' with the capacity, capability and confidence required to support achievement of the Council's vision for the people of West Dunbartonshire.

The team provides a corporate HR service through an integrated approach to strategic resource planning and development, provision of HR business partnering and workforce planning services.

The team is responsible for:

- Provision of HR Business Partnering across the organisation;
- Employee Relations, Case Management, Policy Development and Employee Support;
- Development and implementation of workforce strategy and policy; and
- Provision of strategic HR support to support service improvement and transformation.

### Organisational Development & Change

The Organisational Development and Change (OD&C) team are responsible for building workforce capability through the development of employees, thus supporting delivery of the strategic objectives of the Council. The team deliver workforce development such as induction for both new employees and new managers, Be the Best Conversations, leadership & management programmes such as Chartered Management Institute and Influential Leaders Programme alongside a full catalogue of organisational training solutions. The team support council wide transformation projects with a key focus on people, change, project governance and continuous improvement. The team is leading on the council's Work Place of the Future transformation agenda, focused on delivering new ways of working.

## **ICT**

The ICT service provides the information technology framework required for the organisation to deliver its strategic objectives. The team is focused on enabling and supporting service transformation projects including the move to online delivery of services. Supporting an agile workplace for employees and pupils continues to be a main focus for the ICT team. ICT delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and system procurements. The ICT service is supporting channel shift and digital transformation for its services, having enabled a self service password reset, online call logging portal and introducing extended working hours and more automated processing.

## **Transactional (Business) Support**

The team is responsible for delivering the corporate Business Support function and comprises of Transactional HR, Workforce Management System (WMS), and Payroll teams. The service also drives the improvement and transformation agenda in relation to internal process change to deliver a modern and efficient support service. The section provides a total administration support service for the Council using a strategic service delivery model to its client services.

## **Health, Safety and Risk**

The team provides advice and guidance on all issues related to health, safety and risk, develops policy and ensures understanding and compliance with legislation and good practice across the organisation. This includes the monitoring of risks and issues and the investigation of accidents and incidents.

## **Organisational Resilience**

In October 2016, the Council joined the Joint Civil Contingencies Service which now comprises East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. The service, based in Paisley, with the team working flexibly across all council areas, supports significant improvements in the resilience of each Council area and the ability to respond to civil contingencies incidents and events.

### **3. Performance Review**

During 2017/18 People & Technology delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements.

#### **Strategic HR**

- Implemented the Strategic Workforce Planning Framework to develop a 5-year Council Workforce Plan (and corresponding service level plans) to support delivery of the Council's strategic priorities.
- Developed the Council's Employee Wellbeing Strategy, and delivered corresponding actions to support a safe, well, healthy and engaged workforce, able to achieve their potential at work (regardless of whether they have a health condition).
- Provided HR support to inform and implement a range of significant and one-off organisational change projects.

#### **Organisational Development & Change**

- Successfully introduced and implemented 'Be the Best' Conversations and a number of other key workforce development opportunities.
- Introduced a Continuous Improvement approach (using Lean Six Sigma) which builds on WDCs Change and Project Management Approach.
- Supported a number of key council projects such Office Rationalisation Project, Care Homes, Early Years and Digital Transformation.

#### **ICT**

- Increased the volume of automated transactions and updates.
- Delivered channel shift including online helpdesk portal and self service password reset.
- Supported the relocation of over 1000 staff and over 1500 pupils.
- Reduced the number of server incidents through more rigorous change control procedures, increased server monitoring and preventative maintenance.
- Improved security of the Council's IT infrastructure to protect against cyber attacks through heightened end user device patching and password controls.

#### **Transactional (Business) Support**

- Implemented online payslips for all WDC staff to personal email account. This will enable the Council to reduce and eventually stop issue of paper payslips.
- Implemented a range of online forms (Achieve) to optimise processes through integration with the Workforce Management System as well as improved managers reporting via HR21 e.g. workstyles.
- Successfully implemented a range of statutory payroll changes e.g. Auto Enrolment of WD Leisure Trust and Apprenticeship Levy via PAYE.

## **Health, Safety and Risk**

- Developed improvements to systems and processes for scaffolding management, resulting in significant reductions in associated incidents.
- Developed a health and safety audit protocol which aligns with recognised national standards.
- Delivered significant improvement work in relation to fire safety management.
- Revised Strategic Risks in line with Council's new Strategic Plan for 2017/22.

## **Organisational Resilience**

- Eleven senior officers were trained as Council Incident Officers. The Council Incident Officer (CIO) programme has been regularly delivered by the CCS, enhancing the resilience of each organisation. The CIO will act as the Council's lead at an incident scene and will be responsible for coordinating the Council's role as part of a multi agency incident response.
- Loggist training was delivered to five officers ensuring that appropriate decisions and actions are effectively captured during any incident.
- In accordance with the Council's obligations under the Control of Major Accidents Hazards (COMAH) Regulations 2015, a multi-agency exercise to test incident response arrangements was held at the NuStar fuel terminal in Clydebank. Additionally, the CCS team, on behalf of the Council led the update of the multi agency External Emergency Plan for the site.

## **Challenges for 2017/18**

### **Strategic HR**

Capacity within the team has been the main challenge during 2017/18, due in part to a reduced resource, an ambitious programme of work and increased demands for support from across the service. A review of the service commenced this year, informed by customer feedback and a team self-evaluation exercise, which will seek to improve capacity by refocussing our service offering and realising efficiencies through internal continuous improvement activity. Additionally, it is anticipated that Workforce Management System developments will reduce transactional activity associated with supporting attendance management.

### **ICT**

The biggest challenge for ICT has been and continues to be the increasing threat from cyber security while there is an increasing reliance on technology across the Council. All services rely on systems and devices to deliver their services to citizens and there are increasing attacks from cyber crime to hack and then ransom citizen information. The ICT Service continues to focus on delivering an efficient service, doing more with the same resource and trying to minimize the financial impact of the increasing demand and cyber threats. Automation, channel shift and utilising temporary resources at demand peaks has helped to largely maintain services within current resourcing and allow Council resources to be targeted at front line service delivery.

The demands on ICT services across Scotland are increasing and the opportunity to share and take a national approach are not being explored at the pace required to ensure the most effective service delivery. The lack of a 'shared' approach is being impacted by disparate legal and procurement guidance and approaches. An additional challenge facing the adoption of local sharing arrangements is the lack of national promotion and awareness at senior and governmental level to drive sharing initiatives.

### **OD&C**

The biggest challenge for OD&C is resource, as services have embraced continuous improvement and look to further progress with their digital transformation of their service; they inevitably look for support from OD&C. This can be urgent, reactive support and often has not been planned with OD&C, leading to realignment of the teams key service deliverable timescales.

The Council recognises that e-learn alone cannot support the workforce during a time of constant service transformation. This is now supported with a more blended approach involving some face to face reinforcement of key messages to ensure consistency whilst building workforce capability through the upskilling of employees. This has seen us witness a challenge across the organisation in supporting staff by allowing and encouraging participation with learning opportunities and as a result we have seen falling attendance levels and increase in failed to attend rates. The team have responded with a programme of small bitesize learning opportunities by way of Masterclasses and a 30 OD minute session programme, each month, being delivered across the council estate.

### **Transactional Services**

The biggest challenge for the transactional HR teams was to support wide-scale organisation restructure with limited resources. Another key challenge is the development of the existing Workforce Management System (WMS) which has seen numerous issues from the supplier. These issues have prevented the WMS team maximising system automation to deliver efficiencies, especially in Payroll. The issues continue to be managed through discussions with the supplier (Frontier) at national level as it also affects other Scottish councils using the same solution. Options are also being explored with other Councils of alternative solutions should the supplier not be able to meet their obligations. The upgrade of the online forms platform – Firmstep – has also placed significant burden on the Transaction teams as a large number of our processes are driven by Achieve forms. These all had to be rebuilt by end 2017 to address some of the resourcing issues the transaction teams have been educating client services to promote getting process right first time at source rather than rework within the team. Preparing for GDPR is another challenge which is being worked upon by teams.

### **Health, Safety & Risk**

As highlighted in the 2016/17 delivery plan, capacity has continued to be a challenge during 2017/18, with the team called upon to respond to and support areas of non-compliance. However, the ongoing programme of work to embed an organisational health and safety culture, by developing wider ownership and capability, will free up capacity within the team and enable a refocus on service offering.



## 4. Strategic Assessment

The people and technology management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2018/19. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2018/19:

### **Financial Challenges**

The entire public sector is facing significant financial challenges. The Council's funding gap in 2017/18 (i.e. the gap between the funding received from government/council tax payers and the costs of delivering services) has been met through management efficiencies and the use of free reserves. However, the Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £2.708m, £7.674m and £13.549m respectively. This means that action has to be taken to balance our budget and protect Council jobs and services for residents.

This will undoubtedly mean that within the People and Technology strategic area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and reduce the number of people employed. In this context, we will aim to continue to provide a sustainable quality service to internal clients and the public.

### **Transformation and Continuous Improvement**

OD&C and ICT will continue to support key transformation projects such as IHMS, Digital Transformation, Office Rationalisation, P2P, service process reviews, optimise WMS functionality, deliver with Clydebank College a Digital Literacy start for employees, embed a research and innovation approach to ICT work and continue to review and support changing demands of services.

To ensure the development of employees OD&C will ensure Be The Best Conversations is embedded throughout the organisation, highlighting the importance of these through a number of interventions such as a new manager induction process supporting middle management development opportunities and rolling out a Continuous Approach council wide starting with the Senior Management Team which involves launching Lean/Six Sigma White Belt training.

Strategic HR will progress agreed implementation plans in support of the Council's Employee Wellbeing Strategy in order to maximise the health and wellbeing of our workforce. We recognise the benefits to the organisation and its' employees of such an approach. Linked to this, we will support managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.



OD & C will continue to ensure projects are managed in accordance with our agreed framework and will continue to embed Workplace of the Future and monitor the impact.

With an increasing security threat at a time when there is a growing demand for technology to be used to streamline, automate and improve service delivery there is a need for the ICT service to review and align resources and skills to meet this business demand. The scheduled review will consider a range of service delivery models to ensure the most cost effective options are available to the Council.

Transactional HR will continue to develop the Workforce Management System (WMS) to delivery efficiencies in our processes. The system is a key strand to service transformation not just for Transactional HR and removing manual processes within its teams but it also underpins the council wide service improvements via self service.

There are a number of issues with the system and we are in regular discussions with Frontier, the current WMS supplier to address same. These issues affect all 7 Scottish Council's using the system. Options have been and continue to be explored with other Councils for an alternative WMS should the current issues not be addressed satisfactorily.

### **Sustainable Employment & Organisational Design**

Strategic HR will progress strategies identified within the Council's 5-year Workforce Plan (and aligned service-level Workforce Plans), including action to address workforce equalities objectives, via the resulting annual action planning and review process, to ensure the provision of the right number of employees, with the right skills, to meet the organisation's current and future needs. This will include provision of HR support to inform and implement organisational change projects.

Strategic HR will undertake a review of terms and conditions of employment, ensuring best value use of financial resources, responding to the recommendations of the recent Equal Pay Audit and ensuring that pay structures are future-proofed in terms of consolidation of the Scottish Local Government Living Wage.

Strategic HR will continue to develop and review employment policies/schemes in line with the Council's Policy Development Framework, ensuring that policies/schemes offer best value, whilst at the same time supporting a committed and skilled workforce. It is important that resilience for key skills and posts including sharing skills and resource with other public sector organisations is maintained. A review of roles and skills to ensure posts are delivering for the future will be carried out.

OD&C will continue to build workforce capability reviewing offerings and ensuring accreditation, where possible. Looking to embed and build skills in alignment with the council's Continuous Improvement approach. We will look to relaunch and increase usage of the Coaching & Mentoring Scheme whilst continuing to support key transformation projects.

### **Workplace of the future**

OD&C continue to promote and monitor the impact of Workplace of the Future looking to create a more flexible and agile workforce whilst ensuring best use of council accommodation and reinforcing sustainability, data security and good work practices.

### **Equalities and Compliance**

Linked to the action in relation to 'safety culture', progress work to reduce risk resulting from non-compliance by further developing the Council's management system to reflect the new international Occupational Health and Safety Standard, whilst also maximising functionality of Figtree safety management software. Additionally, to build on the current fire risk assessment programme, we will develop a Fire Risk Management Strategy.

Following agreement of the Council Strategic Plan 2017-22, and development of associated strategic risks, a review of the organisation's approach to risk management, generally, will be undertaken, to ensure that it is seen as an ongoing process which applies throughout the organisational system.

There are many compliance activities and the undernoted gives a flavour of the range:

- Deliver appropriate device and information security measures to address growing cyber and on premise threats
- Deliver successful Audit Scotland outcome
- Deliver compliant Cabinet Office Public Services Network (PSN) connection.
- Support and comply with annual Internal Audit controls.
- OD &C will look to ensure and build workforce compliance with CI, Change and PM approaches.

### **Rest Centre Exercising**

Following the example of Grenfell, it is clear that Care for People remains a significant consideration in incident response. This incident also challenged traditional perceptions that members of the public will typically avoid attendance at a Rest Centre. Rest Centres are places of safety and shelter for those displaced by an incident.

In 2018/19 a clear work stream for the CCS will be to test the Council's Care for People planning, in the context of a live Rest Centre exercise.

### **Community Resilience**

Community Resilience is a key focus of the Scottish Government and an array of partner agencies. By equipping our communities to be prepared for emergencies, not only will the burden on responding agencies be lessened – but recovery for the communities and individuals will be enhanced.

Through previous experience, it is clear that young people are the best audience for community resilience messaging – as they are the most likely to take messages home to their families. Additionally, if the content is engaging it will provide a lesson for life, carrying on the message of resilience.

With this in mind, the CCS will work with Education colleagues in 2018/19 to provide a community resilience input to young persons in West Dunbartonshire.

### **Multi Agency Incident Response Guides**

A number of sites across West Dunbartonshire have been identified as either presenting a significant risk if an incident were to occur there, or are of vital importance to the area. Examples include Diageo at Bonhill or the Erskine Bridge. The CCS will endeavour to work with multi-agency partners to develop Multi-Agency Incident Response Guides (MAIRGs) for these sites. A MAIRG is a short document outlining key information on a site and the responsibilities of responding agencies to any incident occurring. This is intended as a quick guide to assist responding officers, recognising that it would be too late to view a full plan.

### **Key Challenges 2018/19 include:**

- Maintaining effective partnerships – with and between trades unions and managers
- Ensure a robust research and development (R&D) culture in ICT
- Continuing budget pressures and consequential efficiency targets
- Both maintaining and coping with the pace of change required
- Shrinking resources vs increasing demand
- Ensuring compliance with the principles of fair and equitable employment and pay practices (Equal Pay in Scottish Councils - Audit Scotland report)
- Increased organisational ICT Security
- Lack of national commitment to sharing services
- Development of the Workforce Management System and extracting increased processing efficiencies

## 5. Corporate Information

### Employee Attendance

The service is committed to creating and maintaining a working culture in which optimum attendance at work is the goal. This is facilitated by implementing the Council's Attendance Management Policy in a robust and equitable manner.

The strategic area also recognises the importance of getting the right balance between managing absence efficiently and providing support to an employee who has health problems or is experiencing personal difficulties.

The Council's Employee Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

The April- March absence statistics for People & Technology are listed below along with the Council average for the same periods.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
P&T Total	0.45	0.43	0.36	0.31	0.12	0.40	0.73	0.40	0.47	0.47	0.28	0.75
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.20

The target for the strategic lead area for the year is 4.5 FTE.

### Self-Evaluation Programme

The Council agreed a three year self-evaluation programme using a checklist approach that is implemented through an online survey. Over the three year programme, all Council services that are not subject to external evaluation will undertake self-evaluation.

Within the People and Technology service area, two self-evaluations were carried out in the first year ( August 2016 to July 2017) - Health & Safety and ICT Infrastructure, the improvement actions arising from which are now being implemented and once completed, follow up surveys will determine their impact.

In the second year of the Council's self evaluation programme (August 2017 to July 2018) a further three self-evaluations within People and Technology will take place ICT Business, Strategic HR and Transactional Services.

### **Local Government Benchmarking Framework**

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

People & Technology assume organisational responsibility for four of the LGBF performance indicators. The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16 (rank)	2016/17 (rank)	2016/17 Scotland	Change in rank (+/-)
The percentage of the highest paid 5% of employees who are women	56% (4)	57.08% (5)	52	Slightly worse  (-1)
The gender pay gap	2.54 (13)	2.1 (11)	4.14	Better  (+2)
Sickness Absence Days per Teacher	6.78 (22)	5.8 (14)	6.06	Better  (+8)
Sickness Absence Days per Employee (non teacher)	13.06 (29)	11.6 (22)	10.92	Better  (+7)

### **West Dunbartonshire's Benchmarking Programme**

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and customer satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, People & Technology will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

### **Employee Survey results**

96% of People and Technology employees completed the Employee Survey. Following the completion of the survey a focus group was held to review the results in more detail. The results from the survey and focus group were published in December 2017.

Results from the employee survey and focus group raised issues in terms of roles and responsibilities, morale, lack of feedback regarding work and general communication.

The management team have reviewed the overall results of both the employee survey and focus groups and developed relevant actions to address the key issues.

### **Quality Standards**

Quality standards help to define what anyone using our services can expect to receive, and remind both the organisation and our employees of the challenge and obligations they face in delivering best value services. The organisation is committed to developing and publishing appropriate quality standards, where they do not already exist, across all service areas. In a number of services these quality standards are being detailed in this way for the first time, and therefore the roll out will be phased to focus on those standards that fit best with strategic priorities or relate most to those areas residents highlight as important.

This will be taken forward as part of the Continuous Improvement activity across the Council and quality standards will be incorporated into delivery plans as developed.

## **Equalities**

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport; identity based bullying in schools, and educational attainment gaps.

People and Technology is the lead strategic area for the following two outcomes, again assuming organisational responsibility:-

- **Outcome 2: Increase diversity in the Council Workforce**
- **Outcome 3: Reduce Disability Pay Gap**

As outlined in the Council's Workforce Plan annual action plan for 2018/19, actions will be taken forward to address the overall objective of addressing workforce equalities objectives as follows:

- Review of terms and conditions in relation to recommendations resulting from Equal Pay Audit on allowances;
- Promotion of Disability Confident Commitment;
- Supporting employees and potential employees with health conditions to enter employment and remain at work;
- Development of recruitment and selection processes to implement positive actions that can support the reduction of Occupational Segregation; and
- Support access to full-time employment.

These outcomes translate to a number of performance indicators which will be included in Appendix 2.



## 6. Resources

### Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. In line with the agreed framework, the management team carried out a PESTLE and SWOT analysis to inform the workforce planning process. The Workforce Plan is included in this delivery plan (Appendix 3)

### Employees

The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount	FTE
Business Support	21	19.64
ICT	51	48.92
OD & Change	10	10.00
Strategic HR and H & S	22	20.33
<b>Total</b>	<b>104</b>	<b>98.89</b>

### Finance

The 2018/19 revenue budget for the People & Technology strategic area is £6m. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

The resources to deliver on this in 2018/19 action plan for People & Technology are:-

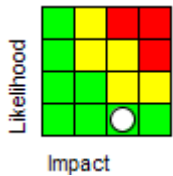
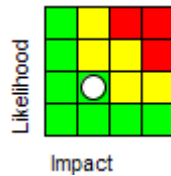
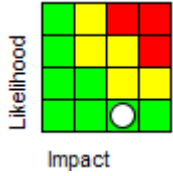
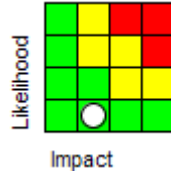
P&T Service	Gross Expenditure 2018/19	Gross Income 2018/19	Net Expenditure/ (Income) 2018/19
Business Support (Transactional)	£671,775	-£21,932	£649,843
ICT (includes budget for all system annual maintenance)	£3,776,533	-£291,340	£3,485,193
Organisational Development & Change	£365,493	-£3,874	£361,619
Strategic HR (also includes health, safety, risk)	£1,146,551	0	£1,146,551
Resilience	£55,565	0	£55,565
<b>TOTAL</b>	<b>£6,015,917</b>	<b>-£317,146</b>	<b>£5,698,771</b>

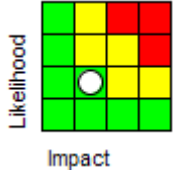
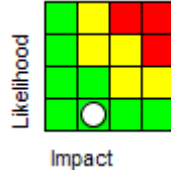
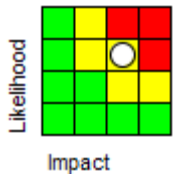
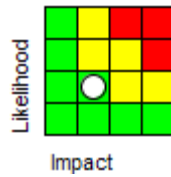
## 7. Risks

The Council has identified risks at both strategic and service levels. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require collective strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided.

In planning for 2018/19, the strategic area considered the Council’s strategic risks and identified risks specific to the service. (see below)

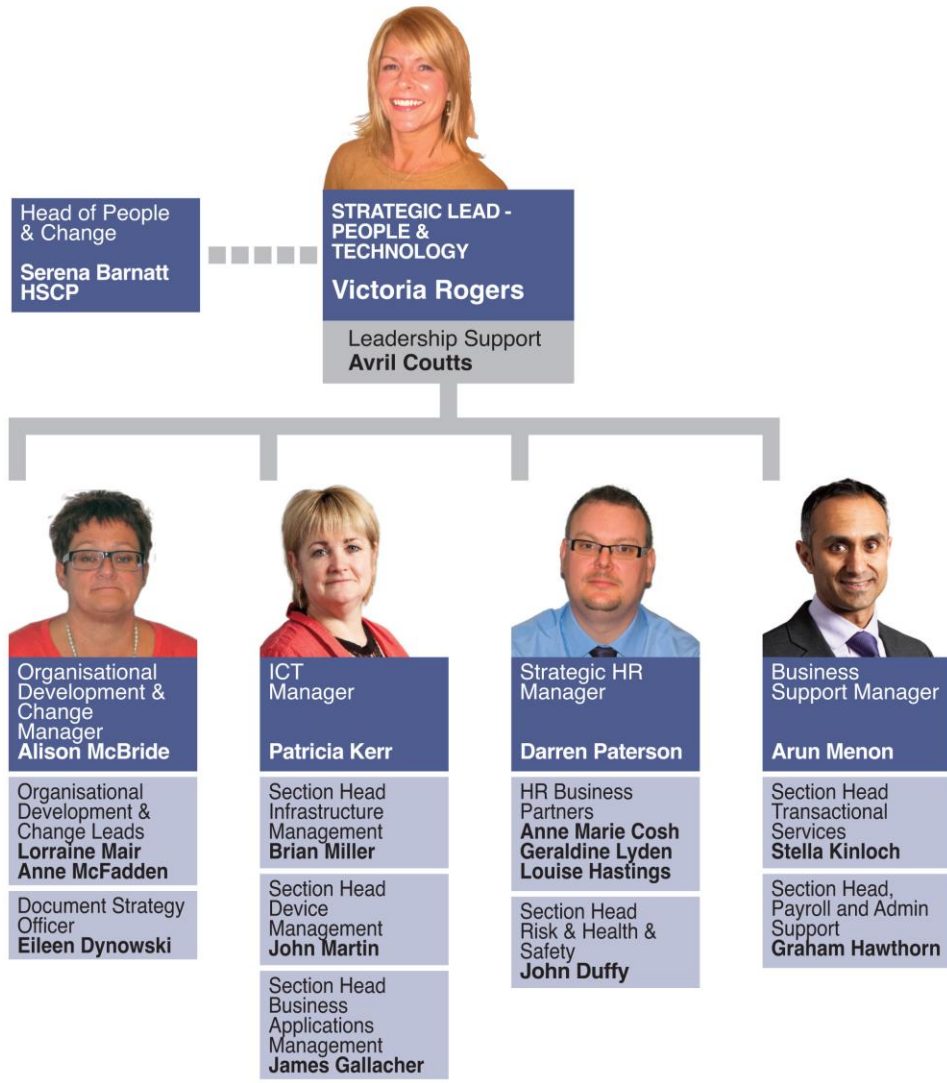
Actions to mitigate these risks are set out in our action plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score)

Risk Title	Description	Current risk score	Target risk score
<b>Strategic Risk:</b> <b>Failure to develop or implement innovative use of Information Technology</b>	Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.		
<b>Strategic Risk:</b> <b>Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs</b>	There is a risk that the Council fails to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Council’s Workforce Plan (2017-22), or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.		

Risk Title	Description	Current risk score	Target risk score
<p><b>Service Risk:</b> <b>Workforce Management System not fit for purpose</b></p>	<p>There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies</p>		
<p><b>Strategic Risk:</b> <b>Threat of Cyber Attack</b></p>	<p>Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.</p>		

# Appendix 1 – Structure Chart

**TRANSFORMATION & PUBLIC SERVICE REFORM**  
**STRATEGIC LEADS**



## Appendix 2 - Action Plan 2018-19

**Priority - Open, accountable and accessible local government**

**Outcome- Equity of access for all residents**

<b>Title</b>	<b>Due Date</b>	<b>Assigned To</b>
Continue HR and Payroll Transformation programme	31-Mar-2019	Stella Kinloch
Address workforce equalities objectives	31-Mar-2019	Darren Paterson

<b>Performance Indicator</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Assigned To</b>
	<b>Value</b>	<b>Value</b>	<b>Target</b>	
% of our workforce who have declared a disability	2.29%	N/A	1.8%	Melissa Connor
% of our workforce who have stated they are LGBT	N/A	3.07%	2.5%	Melissa Connor
% of our workforce who are from a Black minority ethnic group	0.27%	N/A	0.4%	Melissa Connor
Disability pay gap	9.56%	N/A	11%	Melissa Connor

**Priority - 5. Efficient and effective frontline services that improve the everyday lives of residents**

**Outcome- A committed and skilled workforce**

Title	Due Date	Assigned To
Continue to embed an organisational health and safety culture	31-Mar-2019	John Duffy
Further develop and implement the Council health and safety management software system (Figtree)	31-Mar-2019	John Duffy
Develop and implement the Council's Health & Safety management system to reflect new ISO 45001 (Occupational Health and Safety) standard.	31-Mar-2019	John Duffy
Develop and implement a Council Fire Risk Management Strategy.	31-Mar-2019	John Duffy
Review effectiveness of Council approach to risk management and implement improvement action as appropriate.	31-Mar-2019	John Duffy
Continue to deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge & skills and relaunch the Coaching & mentoring Programme	31-Mar-2019	Alison McBride
Launch and embed WDC approach to Continuous Improvement.	31-Mar-2019	Alison McBride
Continue to embed Be The Best Conversations council wide.	31-Mar-2019	Alison McBride
Continue to provide HR support to inform and implement organisational change projects.	31-Mar-2019	Darren Paterson
Continue to implement the Council's Employee Wellbeing Strategy.	31-Mar-2019	Darren Paterson
Continue to develop and review employment policies/schemes in line with the Council's policy framework.	31-Mar-2019	Darren Paterson

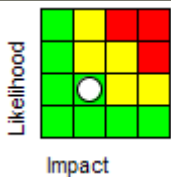
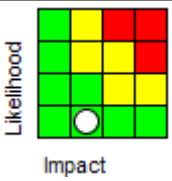
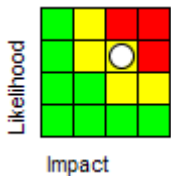
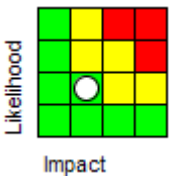
Title	Due Date	Assigned To
Continue to embed the Council's Strategic Workforce Planning Framework.	31-Mar-2019	Darren Paterson
Undertake a review of terms and conditions of employment and progress changes as appropriate.	31-Mar-2019	Darren Paterson

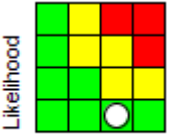
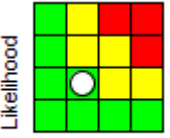
**Outcome - A continuously improving Council delivering best value**

Title	Due Date	Assigned To
Transformation & Channel Shift - Providing IT Support for Service Transformation Projects	31-Mar-2019	James Gallacher
Continue to review and develop business case for shared IT services	31-Mar-2019	James Gallacher; Patricia Kerr; John Martin; Brian Miller
Continue to deliver ICT tasks to support Property Rationalisation and Improvement Projects	29-Mar-2019	James Gallacher; John Martin; Brian Miller
Continue to review and deliver ICT service improvements aligned to business needs	31-Mar-2019	James Gallacher; John Martin; Brian Miller
Deliver projects and changes required to continue to improve the overall security, compliance and resilience of the Councils IT Infrastructure.	31-Mar-2019	James Gallacher; John Martin; Brian Miller



Performance Indicator	2016/17	2017/18	2018/19	Assigned To
	Value	Value	Target	
Sickness absence days per teacher	5.77	5.46	5	Darren Paterson
Sickness absence days per employee (excluding teachers)	11.6	11.84	7	Darren Paterson
Percentage of ICT helpdesk calls fixed with half day of being logged.	31%	35%	35%	James Gallacher
The percentage of the highest paid 5% employees who are women	57.08%	N/A	50%	Melissa Connor
Gender pay gap	2.54%	N/A	TBC	Melissa Connor

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Workforce Management System not fit for purpose		There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies		Arun Menon; Darren Paterson
SR 008 Threat of Cyber-attack		Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.		Iain Kerr

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to develop or implement innovative use of Information Technology	 <p data-bbox="459 430 571 454">Impact</p>	The risk is that the Council's Information Technology is not sufficiently modernised / brought up to date to enable the delivery of sustainable ICT services to support and enhance the delivery of front line services to the community.	 <p data-bbox="1395 430 1507 454">Impact</p>	Patricia Kerr

## Appendix 3: People & Technology Workforce Plan 2017-2022

Annual Action Plan 2018-19 (incorporating details of progress in 2017-2018)

1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b>	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Protecting critical roles (and avoiding associated turnover)</li> <li>• Ensuring service priorities are met</li> <li>• Avoiding or minimising risk of voluntary or compulsory redundancy</li> <li>• Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Deliver workforce-related savings against 17-18 requirement	All	Workforce	31 <sup>st</sup> March 2018	Savings achieved.
Completion of self-evaluation (as applicable) and customer feedback survey exercises and identification of resulting improvement opportunities (within and across services)	All	Workforce	31 <sup>st</sup> March 2018 (and thereafter as scheduled)	Development and implementation of resulting action plans. Evidence of improvement
Complete ICT service review to consider implications of changing service demands for delivery model	P Kerr	TBC	Service review complete by 31 <sup>st</sup> March 2018 (with workforce implications to be determined and progressed thereafter)	Identification of service review workforce implications

<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Explore opportunities to 'grow our own' to address current and anticipated future recruitment and retention challenges within ICT(including modern/graduate apprenticeships)	P Kerr	Finance required	31 <sup>st</sup> March 2019 (ongoing in terms of schedule)	Identification of opportunities and subsequent incorporation into workforce plan schedule
Explore possible service and resulting structure options as at 2022 based on assumed scenario (and consider phased introduction)	V Rogers	Workforce	31 <sup>st</sup> March 2019 (ongoing to 31 <sup>st</sup> March 2022 for phased introduction)	Completion of exercise and identification of preferred model
Deliver workforce-related savings against 2018-2020 requirement	All	Workforce	31 <sup>st</sup> March 2020	Savings achieved

<b>2. Addressing the gap between current and required additional workforce capabilities</b>				
<b>Strategy</b>	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
<b>Expected Outcome</b>	Gap is addressed, whilst: <ul style="list-style-type: none"> <li>• Ensuring value for money in terms of training solutions</li> <li>• Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)</li> <li>• Ensuring service priorities are met as a result of application of those new capabilities</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Develop skills within ICT to remain abreast of changes in technology (including, in particular, skills to ensure ICT security)	P Kerr	Workforce/Funding	31 <sup>st</sup> March 2018 and ongoing	Evidence of capability, reduction in risk and improved service offering
Completion of Lean/Six Sigma training by all managers within P & T	All	Workforce/Funding	31st March 2018 (ongoing for wider rollout)	Completion of training. Evidence of resulting process improvement
Develop coaching skills within OD & Change and Strategic HR teams	A McBride	Workforce	31 <sup>st</sup> March 2019	Qualifications obtained. Evidence of application and impact of coaching interventions
Develop talent management skills within OD & Change team	A McBride	Workforce/Funding	31 <sup>st</sup> March 2019	Evidence of capability and subsequent organisational impact
Completion of Procurement Contract Management training by all relevant employees	All	Workforce	31 <sup>st</sup> March 2019	Evidence of best value in contracted services
Internal consultancy skills training	D Paterson / A McBride / Patricia Kerr	Workforce/Funding	31 <sup>st</sup> March 2019	Improved customer feedback on quality of service

Develop Return on Investment skills within OD & Change and ICT	A McBride / P Kerr	Workforce/Funding	31 <sup>st</sup> March 2020	Ability to evidence impact of investment in in-house provision
Develop commercialisation skills within ICT	P Kerr	Workforce/Funding	31 <sup>st</sup> March 2020	Evidence of capability and subsequent organisational impact

<b>3. Improve integration across teams within the Strategic Lead Area</b>				
<b>Strategy</b>	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review			
<b>Expected Outcome</b>	Service priorities are delivered in a more seamless, holistic and efficient way			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Explore and initiate workforce shadowing/transfer opportunities across P & T service areas (e.g. between Strategic HR and HR Connect, and between Strategic HR and OD & Change, between ICT and OD & Change)	All	Workforce	31 <sup>st</sup> March 2019 (and ongoing)	Improved awareness. Identification of improvement opportunities (within and across service areas)
Consideration of service development events	V Rogers/All	Workforce	31 <sup>st</sup> March 2019 (and ongoing)	As above

<b>4. Addressing capability gaps in relation to fulfilment of existing job profiles</b>				
<b>Strategy</b>	Undertake training needs assessment and develop and implement individual/collective training plans as appropriate			
<b>Expected Outcome</b>	Employee are supported to fulfil their respective job roles thereby supporting improved performance in delivering service priorities (or as a minimum being able to demonstrate that the necessary training has been provided)			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Completion of skills assessment in Strategic HR team to identify in-role development needs (and implement resulting development interventions)	D Paterson	Workforce/Funding (if applicable)	31st March 2018 (and ongoing for development interventions)	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in ICT and H & S teams to identify in-role development needs (and implement resulting development interventions)	P Kerr / D Paterson	Workforce/Funding (if applicable)	31 <sup>st</sup> March 2019 (and ongoing for development interventions)	Completion of assessment. Identification and progression of individual/collective development interventions
Ensure completion of skills passport requirements relevant to individual roles	All	Workforce	31 <sup>st</sup> March 2019	Evidence of completion and resulting improvements



<b>5. Improve resilience within teams</b>				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensure cross-skilling of key development areas (i.e. WMS and online forms) across HR Connect and Payroll teams	A Menon	Workforce	31 <sup>st</sup> March 2018 (and ongoing as required)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Ensure cross-skilling across ICT team (i.e. between desktop, server, network and application, and security; and between reactive and project work)	P Kerr	Workforce	31 <sup>st</sup> March 2018 (and ongoing as required)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Completion of skills assessment in Strategic HR team to identify succession planning development needs	D Paterson	Workforce/Funding (within existing resource or submission of evidence case)	31 <sup>st</sup> March 2018	Completion of assessment. Identification and progression of individual/collective development interventions
Ensure cross-skilling in specialist areas within Strategic HR Team (namely, equalities, job evaluation, pensions, SNCT terms and conditions), as well as knowledge across other service areas	D Paterson	Workforce	31 <sup>st</sup> March 2019 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce

<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Ensure cross-skilling in specialist areas within Health & Safety (namely, risk management, Fire Risk Assessment and Figtree development), as well as knowledge across other service areas	D Paterson	Workforce	31 <sup>st</sup> March 2019 (and ongoing for service areas)	Evidence of increased capability/reduction in single-person dependencies/more agile workforce
Completion of skills assessment in ICT team to identify succession planning development needs (particularly to Service Manager and Section Head roles)	P Kerr	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in Health & Safety team to identify succession planning development needs	D Paterson	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual/collective development interventions
Completion of skills assessment in HR Connect and Payroll to identify succession planning development needs in relation to the Section Head roles	S Kinloch/ G Hawthorn	Workforce/Funding (within existing resource or submission of evidence case)	31st March 2019	Completion of assessment. Identification and progression of individual development interventions

<b>6. Gap in relation to capability to use WMS and MS Excel to support data analysis</b>				
<b>Strategy</b>	Develop and implement training plan			
<b>Expected Outcome</b>	Increased capability to undertake data analysis and enabling better use of 'big data' to strengthen evidence-based decision making			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Training of Strategic HR Team in WMS (post V8 implementation)	S Kinloch	Workforce	31 <sup>st</sup> March 2019	Completion of training and evidence of subsequent WMS use
Strategic HR Team to complete MS Excel Interactive Training Plan (shared with team 17/18)	D Paterson	Workforce	31 <sup>st</sup> March 2019	Confirmation of completion of training and evidence of subsequent use