

2020-21 DELIVERY PLAN

PEOPLE & TECHNOLOGY



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1. Overview and Profile

Overview

People and Technology comprises a wide range of services covering Strategic People and Change, ICT, Transactional Services (HR advice, pensions and pay) and Health, Safety and Risk and Organisational Resilience.

With a net budget of £6.314m, People and Technology is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

This Plan sets out key actions to help deliver the Strategic Plan. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will continue to be monitored and managed on a regular basis at People and Technology management team meetings and reported twice yearly to Corporate Services Committee, at mid-year and year end.

Profile

Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Strategic People and Change

The Strategic People and Change team consists of Strategic Human Resources (HR), Organisational Development, Change and Digital (OD & Dig) and Corporate Health and Safety (H&S).

The team delivers a proactive, expert, user-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 are responsible for building workforce capability through the development of employees, thus supporting delivery of the digital agenda and strategic objectives of the Council.

The team support council wide transformation projects with a key focus on people and change, project governance and continuous improvement.

They provide advice and guidance on all issues related to HR, health, safety and risk alongside developing policy, ensuring understanding and compliance with legislation and good practice across the organisation.

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

The team is responsible for:

- Leading, developing and promoting the Employee Wellbeing agenda;
- Provision of People Partnering across the organisation;
- Employee Relations and Case Management;
- Development and implementation of workforce strategy and policy;
- Provision of Change support to support service improvement and transformation;
- Leading and supporting delivery of the digital agenda;
- Delivering workforce development such as: Induction; Be the Best Conversations and Leadership and Management programmes alongside a full catalogue of organisational training solutions both online and face to face;
- Supporting council wide digital transformation projects and governance;
- Leading Smarter working initiatives, focused on delivering new ways of working;
- Developing and embedding a Corporate H&S culture council wide; and
- Monitoring risks and issues and the investigation of accidents and incidents.

ICT

The ICT team consists of Infrastructure management, Applications management, Device management and Asset/License management as well as a service desk function. The service delivers an operational support service as well as project services such as system upgrades/replacement, security compliance and support for system procurements.

The ICT service provides the technology framework and standards required for the organisation. The team is focused on enabling and supporting service and digital transformation projects across the Council and leading by example. WDC's agile workplace for employees and pupils continues to be a key theme for the ICT team including researching new tools and technologies.

ICT continues to promote channel shift and on-going service improvement e.g. self service, automation of install and upgrade processing and extended working hours for system housekeeping and alert monitoring.

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. In addition to the statutory functions associated with contracts, remuneration and pensions, the section provides a total administration support service for the Council using a strategic service delivery model to its client services.

Organisational Resilience

The Council's organisational, community and business resilience is provided in partnership by the Civil Contingencies Service (CCS) which delivers a resilience service to East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Council areas. Each Council area has an allocated officer to help maintain and build resilience throughout the Council. 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 incidents and events. The CCS provide each Council with a 24/7 on call service should an incident occur during and out with working hours.

2. Performance Review

The People and Technology management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- performance compared with other local authorities (known as benchmarking);
- feedback from service users gathered through surveys and consultations; and
- self-evaluation process.

During 2019/20, People and 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 as well as performance challenges to be addressed in 2020/21. The service reports directly to the Chief Executive, providing a strategic people advisory role and leading on corporate Trade Union engagement, collective consultations and dispute resolution.

Key Achievements 2019/20

Strategic People and Change

- Reviewed and launched new Employee Wellbeing Strategy, establishing critical manager and employee wellbeing advocates. Revising key policies to ensure a more supportive approach that is aligned to the strategy and focussing on removing the stigma to better support mental health;

- Using data to improve decision making through improved reports such as wellbeing statistics, presenting these in a more visual and helpful manner;
- Workforce Planning has been successfully integrated with the service planning cycle with a workforce planning console developed to better support managers with real time information
- Established the Digital Transformation Board to ensure a council wide view of the digital agenda, allowing best practice to be shared and ensuring projects and resources are prioritised;
- Realignment of structure, merging OD&C with Strategic HR and H&S to better support business delivery;
- Building workforce capability with digital skills through improved understanding of service needs and responding with bespoke service plans and developing digital leadership skills by building capability within services; and
- Further development of the H&S Management system (Figtree) to streamline processes and better support employees and managers whilst ensuring compliance.

Organisational Resilience

- The CCS worked in conjunction with Chivas Dumbuck and Dalmuir to test the Control of Major Hazards (COMAH) arrangements for both these sites. Under the COMAH Regulations 2015 such an exercise is required every 3 years. A shared single scenario took place in March 2019 to test plans for both sites;
- The CCS are due to test Inter Terminals site in Clydebank under the Control of Major Hazards (COMAH) arrangements, this has been postponed due to Covid-19 however CCS are seeking to undertake the exercise in 2021;
- The CCS delivered Loggist training across the four respective Council areas. This training provided officers with the skills to keep a log of all relevant decision making and information required during an incident;
- Several senior officers within the Council were identified and trained as Council Incident Officers (CIO). This training provided the officers with the necessary knowledge to perform the role of the CIO if called upon during an incident. In addition, Director Incident Response Decision Making took place to refresh the knowledge of Strategic Officers in their role in responding to and recovering from Major incidents; and
- Supported each strategic lead area to review and update all Council Business Continuity Plans. This was undertaken to ensure a robust standard of organisational resilience across all Service areas. As part of the Council Business Continuity review, the Council took cognisance of the UK 'Yellowhammer' EU – Exit arrangements. EU – Exit linked planning will continue until the UK fully leaves the EU and beyond as required.

Transactional Business Support

- Introduced further enhancements to the Workforce Management System (WMS) solution thereby facilitating increased functionality to simplify data gathering and reporting for users;

- Implemented a range of additional manager reports within HR21 e.g. Right to Work Report, Special Leave Report, Authorised Signatory Report, to name a few;
- Supported a significant number of restructures including the strategic organisational redesign;
- Implemented pay award for all employees including Teachers within particularly challenging timescales;
- Successfully completed the Payroll Audit on time; and
- Concluded a successful Proof of Concept for process automation with Employee New Start process.

ICT

- Windows 10 upgrade and device replacement projects delivered a new secure technology platform for all Council windows devices;
- User Satisfaction has reached a new high and is closely aligned to an increase in the number of calls fixed by 1st line support teams;
- Reduction in the frequency and impact of service disruption (planned and unplanned outages) through improvements in processes, roles and technologies;
- Supported the implementation of the replacement housing management system including data migration, server and network configuration as well as go live transition;
- Supported several property relocation and build projects including early years expansion, HSCP relocations and Levensgrove refurbishment; and
- Assisted on system upgrade and migration projects such as website hosting, HR annual upgrade and committee minutes CMIS system upgrade & hosting.

Challenges

ICT

- A challenge that was highlighted during the Windows 10 upgrade project related to the management of users who had multiple devices plus the time spent tracking mobile and pooled devices to ensure they were upgraded to the appropriate security compliance standards. This also created an opportunity to improve on the current processes.
- Providing support to employees working from home provides a challenge as it introduces components that are not part of the WDC infrastructure e.g. home broadband providers and personal devices. This also extends to providing support to employees of partner agencies e.g. NHS where the infrastructure being used is not (able to be) supported by the WDC ICT team.
- Resourcing continues to be a challenge especially when undertaking large scale one-off projects such as Windows 10 upgrade where additional temporary resources and skills are required.
- Meeting the demand from service areas for their transformation projects within the existing resources available can prove challenging depending on the volume and

scale of these projects and taking steps to understand the demand in advance is helping to manage this challenge.

- Delivering important and beneficial service improvements while continuing to deliver business as usual services is challenging and ongoing monitoring helps the team to reprioritise as needed.

Transactional Services

- The biggest challenge for the transactional HR teams remain supporting wide-scale organisation restructures with current resources resulting in potential delays in delivery of service expectations. Given the level of savings needed, the only options is to manage this challenge through timely discussions with the affected service. Another change implemented by HR Connect in agreement with senior leaders was to restrict the recruitment advertising cycle to one online publication a month.
- Another key challenge is the development of the existing WMS around the issues faced in respect of the quality of supplier support, speed of support and the quality of the solution with inconsistent issues. 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 at national level as it also affects other Scottish councils using the same solution. Officers are also considering implementation of Robotics Process Automation (RPA) to address some of the legacy system issues.

Strategic People and Change

- The biggest challenge for the People and Change team is the exponential rate of change leading to increase demand for the service to support employees, support council-wide projects, structure changes, changing roles and skillsets with limited resources. This is leading to a much more demanding role as competing priorities such as wellbeing, workforce capability building and project delivery are balanced with ensuring that ongoing financial savings and service delivery expectations are met.
- Another key challenge is workforce planning, with an aging workforce and impact of digital technology, the expectation is for an increased demand in improved workforce management tools to support both employees and managers adapt to the changing landscape. There is a concern as to the ability to keep pace with the issues this brings and the impact it will have on current tools and practice.
- There is a challenge in embedding and maintaining a sound health and safety culture across the workforce to improve understanding of the role they have in achieving a safe work environment and ensuring this remains a high priority.

Organisational Resilience

Capacity was a challenge for the Civil Contingencies Service as a result of a vacancy in the team. In mitigation, the Assistant Officer 'acted up' to help support the team and

respective Councils. Since then, the Assistant Civil Contingencies Officer was promoted to West Dunbartonshire Civil Contingencies Officer in June 2019.

The Council has had to respond dynamically to the impacts of the Covid-19 pandemic by changing the way services operate. This has led to significant demand on technology and a reduction in footfall in buildings. We have seen a reduction in our workforce, resulting in services being put under pressure. Despite this, the Council has successfully responded to Covid-19 by 'standing up' the Strategic Resilience Group , Operational Resilience Group and HSCP Local Response Management Team. These groups have been instrumental in the response and recovery of Covid-19. Shaping a new future for West Dunbartonshire Council. As we move towards the Winter months, we are presented with a host concurrent risks that may prove challenging to manage and mitigate whilst continuing to manage the impact of Covid-19.

EU Exit is beginning to resonate back into daily working. Many of our officers have worked continuously through this pandemic without adequate time off and this may lead to key officers being on off or leave for periods as we prepare for EU Exit. It is considered likely there will be a no deal EU Exit therefore it is important to consider the impact it will have socially and economically with West Dunbartonshire over the coming years.

The Council will be responding and recovering from Covid-19 for the foreseeable future as we try to manage the financial, social and economic impacts of this pandemic. Over the coming months we will be faced with, EU Exit, Winter preparedness and other known risks which will undoubtedly put pressure on resilience structures and potentially hinder our ability to respond effectively.

Benchmarking

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.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. People and Technology assume organisational responsibility for four of the LGBF performance indicators. The LGBF indicators for People and Technology are set out below and show:

- Two of the indicators show improvement in both rank and performance from the previous year; and
- Two of the indicators show a decline in rank and performance from the previous year; this is consistent with the national trend whereby absence levels overall are at their highest since 2010/11. Whilst the decline in performance in 2018/19 is

disappointing, concerted and targeted efforts have been made in response and this has yielded results in 2019/20 with sickness absence levels Council wide falling to their lowest levels in the last 4 years.

	2018/19	Rank 18/19	2017/18	Rank 17/18	Scotland 2018/19	Change in rank
The percentage of the highest paid 5% of employees who are women	56.60%	13	52.44%	18	55.79%	↑
The gender pay gap	1.79%	10	2%	13	3.96%	↑
Sickness Absence Days per Teacher	6.25	17	5.7	14	6.21	↓
Sickness Absence Days per Employee (Local Government)	12.77	24	11.83	21	11.49	↓

Service user Feedback

Satisfaction surveys

ICT

ICT service carried out its annual survey for 19/20 in April 2019. 401 responses were submitted from across the council. Of those responses:

- 85 % expressed satisfaction with the ICT service;
- 80% were of the opinion that the quality of service had improved from the previous year; and
- 92% expressing satisfaction with the quality of service and 82% expressing satisfaction with speed of fix.

Strategic People and Change

Organisational Development and Change conduct post event evaluations with feedback and comments used to help improve the content, delivery and focus of the programmes. In 2019/20 153 responses were received from across the council. Key findings established that new employee induction event required review, a development programme for first tier leaders across depots was required and digital skills training needed to be targeted with support to make better use of current tools such as outlook and excel.

Of those respondents: To date the service have an average rating of 4.7/5 across all programmes. Comments include:

- Inspiring Leaders – *“I found this to be a very interesting and informative course. It was hugely beneficial to meet other people from other areas within the organisation and hear their experiences and views”*;
- Interview Skills/Investigations – *“I found the course very useful especially the use of STARR in framing answers for behavioural questions”*.

The team have updated the face to face Induction programme this has an average rating of 4.4/5 and in response to 'What was most useful' comments such as:

- Seeing how important every role is to the functioning of the council.
- Meeting and understanding the different departments across the business. Being provided with an effective and interactive overview of the council via the presentations from OD and Change as well as the group sessions.
- A chance to talk with other new starts and be pointed to where we can access all the information and policies we need.

Transactional Business Support

Transactional Business support carried out a biennial survey in 2018/19 covering service provision by HR Connect and Payroll. The main findings were:

In relation to HR Connect, 232 responses were received and of those:

- 97% felt their enquiry was handled in a professional manner;
- 94% stated they were satisfied with how their enquiry was resolved; and
- 91% agreed that employees had the specialist knowledge required to assist with enquiries.

In relation to Payroll, 123 responses were received and of those :

- 96% felt their enquiry was handled in a professional manner;
- 93% stated they were satisfied with how their enquiry was resolved; and
- 94% agreed that employees had the specialist knowledge required to assist with enquiries.

As a result of both surveys an action plan was developed and implemented to improve customer experience and satisfaction with a particular focus on improving self-service areas and promotion of digital services. A further survey to measure satisfaction is planned for 2020/21.

Continuous Improvement

Self-evaluation

In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

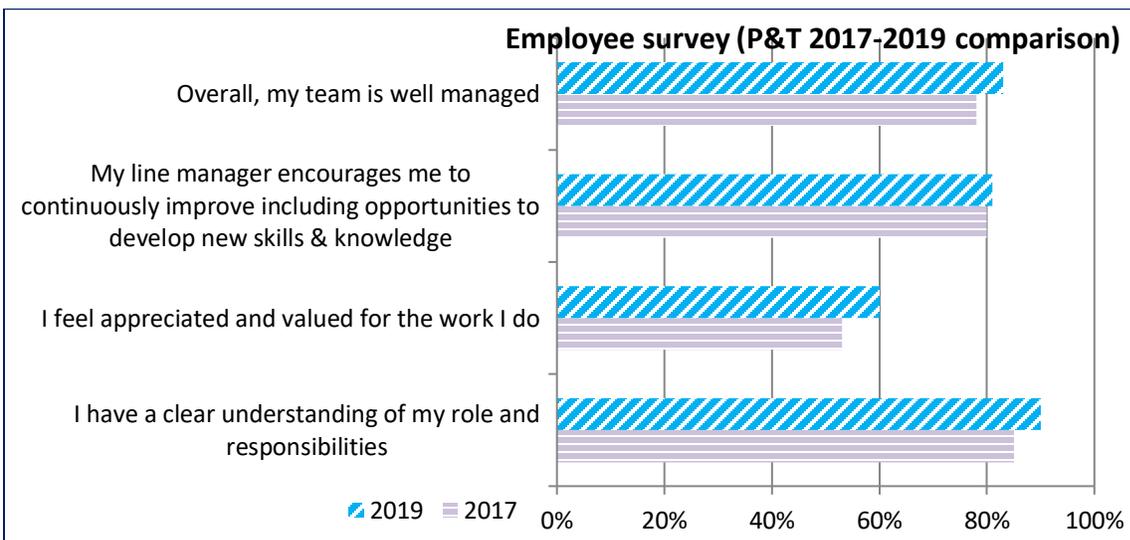
Within the People and Technology service area; seven services were identified as eligible for a self-evaluation, these include: ICT Applications; ICT Infrastructure; Health and Safety; Strategic HR; Organisational Development and Change; HR Connect and HR payroll. To date all services have undertaken a self evaluation and have implemented improvement action plans.

Employee Survey

74% of People and Technology employees completed the Employee Survey; with overall results published in November 2019. Comprising nineteen statements covering *My Role*, *My Service*, and *Communication & Consultation*, the results highlighted the following positive feedback across P&T as a whole:

- Twelve of the nineteen statements received a score of 70% or higher with a further 2 receiving a score 90% or more;
- Eleven of the responses for People and technology scored higher than the council average;
- The area most improved for People and Technology was in relation to 'My role' whereby improvements were noted in 3 of the 5 statements.

The chart below highlights the most significant changes that have taken place over the last 2 years as a result of positive action.



Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for People and Technology are set out in Appendix 3. These will be regularly monitored and managed by the management team and reported annually to the Corporate Services Committee.

3. Strategic Assessment

The People and Technology management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2020/21 and beyond. The following factors were identified as significant:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

Another area expected to have an impact financially is the UK's exit from the EU. This will result in an increase in demand for support as services continue to manage demanding change projects, service transformation at the same time as demand for services increases. Additionally, there is a potential impact on resources and skills available in the third sector provision of social care placing further demand on Council employees.

This means that a range of actions are required to balance the budget; undoubtedly reducing funding to service areas, requiring consequential changes to roles, possible reduction of support, and a potential reduction in employee numbers.

As part of a previous national pay agreement and reconfirmed in that for the period 2018/19-2020/21, local government employers have committed to full consolidation of the Scottish Local Government living wage by 31/3/21. The Council updated its Local Collective Agreement in February 2014 effectively incorporating the previously paid supplement into the Scottish Local Government Living Wage (SLGLW) rate thereafter used for all payments. This achieved consolidation however, the Council continued to use the existing SCPs until a further revision to the agreement in June 2020. The national guidance on SLGLW Consolidation has shaped our approach and we will complete the final stage by removing those SCP's below the NMW level (not currently in use in WDC) by end March 2021.

The funding model required for IT hosted and cloud based services is changing as suppliers realign their costs and discounts to support their preferred cloud-based approach. Councils in turn need to plan for a different approach to funding ICT services in the future and seek to share and collaborate across public services where possible.

Transformation and Continuous Improvement

The speed of technological advancement has been rapidly increasing and will continue to do so. This will impact on employees, citizens and services as the Council seeks to

both capitalise and adapt to these. Additional support and upskilling has been evident with the rapid deployment of MS Teams and Online Committee Meetings.

The Scottish Digital Office conducted a Digital Maturity assessment in 2019 which baselined WDC's digital approach and awareness of it across the authority. This was a positive start for WDC and has helped set the vision for the digital team focussing on "digital skills" and "making better use of data". These are areas where the council has yet to realise it's full potential and work began with a focus on enhancing employee skills and improving how data is used and presented.

This means the service needs a joined up approach to supporting digital transformation to grow employee skills, citizens to adapt and services to change. To do this structures require to be reviewed and resources (financial and workforce) need to be identified to ensure plans and processes are in place alongside the ability to constantly monitor progress on keeping pace with digital transformation and technology. To support this the Digital Transformation Board has been widened to allow a more holistic, one council approach to be adopted. This has created a wider virtual digital team and ensured focus and resource to be employed and prioritised to ensure delivery of the council's strategic aims.

In addition, Service Design has been introduced (to the senior leadership team and members of the Lean/Six Sigma Yellow Belt group) and shall be approaching transformation in a collaborative way working with our citizens to design services together. We will be changing the way we run projects too and adopting an agile project management approach. This will include continued consideration of cloud-based services and sharing across the public sector. The Council has also commenced its journey around Robotic Process Automation, which is now starting to be widely be considered in a number of Scottish Local Authorities. We believe this will complement the wider digital transformation programme and its three key workstreams - Better Use of Data, Digital Skills, and Digital Leadership,

Sustainable Employment and Organisational Design

With an aging population and more flexible/ agile working the organisation needs to ensure supporting policies look to sustaining employment. This means People & Change need to ensure a holistic approach that supports employees with their wellbeing covering physical, emotional, benefits and learning.

To further support this the Wellbeing Strategy has been developed to ensure this is at the centre of driving forward the ongoing policy review programme. This is supported by a growing numbers of employees in the manager and wellbeing advocate groups ensuring an information conduit to the wider employee group. This has resulted in a focus on mental health looking to remove stigma and improve understanding and access to supports. This has been key during Covid and there has been additional activities in supporting remote working with guidelines and new policies, digital skills and learning, DSE assessments, additional return to work supports and OH supports.

Research shows that females are more likely to suffer domestic abuse than men. With a predominantly female workforce, the service must ensure that effective policies continue to be in place to meet the emotional, financial and welfare needs of victims of domestic abuse.

The diverse work carried out by the Council requires clear governance with regards to equality and our service must continue to ensure that fair pay and remuneration practice is followed for e.g. pension reform, with an ageing workforce, we have to ensure employees are aware of the financial benefits of the occupational pension schemes and encouraged to join/opt in.

Community Resilience

CCS typically take part in WDC Experiential Learning however due to the prevalence of Covid-19 this event was cancelled in 2020. CCS will continue to support the Councils annual delivery providing a workshop on the preparation of an Emergency Grab Bag. This event targets Primary 7 pupils within West Dunbartonshire to give them an enhanced understanding of emergencies and key items to take with them during an emergency. Each child receives a take home CCS Grab Bag leaflet to reiterate the message given during the workshop.

EU exit and associated elections

The UK has left the EU, and this transition period after Brexit comes to an end on the 31st December 2020 and the deadline for extending it has now passed. The most significant challenge remains if the UK cannot secure a suitable deal whereby the UK leaves the EU without a trade deal. This would mean the UK would automatically drop out of the EU's main trading arrangements – the single market and customs unions.

This would result in tariffs being applied to UK goods, which in turn would mean UK goods would be more expensive and harder to sell in the EU. Additionally, if a new trade deal is not ready then boarder checks would be applied to UK good travelling to the EU causing long delays at ports.

There is clear evidence suggesting that there will be economic and workforce uncertainly as a result of EU Exit, further impacting our vulnerable communities and local economic growth. This presents a significant challenge for West Dunbartonshire due to the high rates of deprivation and unemployment. The current issues could be exacerbated due to EU Exit and economic recovery from Covid-19 pandemic, potentially putting more individuals under the poverty threshold line and seeking additional support from the local authority.

In preparation, the Council has updated Service area Business Continuity Plans – taking into consideration the Scottish Planning Assumptions broad risks. Working with partners through the Local Resilience Partnership, a shared understanding has been reached. Appropriate Council officers are regularly updating the EU- Exit Assurance Action plan which sets out the risks and considers potential impact and plans for or

mitigates accordingly. This document is available to view on the Council website and was reported to the Corporate Services Committee meeting in February 2020.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. The strategy details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy provides a set of objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support implementation of the strategy a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. The P&T service area will fully support development and implementation of these specific actions and will include empowerment related activity in future delivery plans to support community empowerment.

Budget Sensitivity Analysis

The 2020/21 net revenue budget for People & Technology is £6.314m. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible. In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, no budgets which have been identified as being more susceptible to fluctuations.

A breakdown of budget by service area is given in appendix 4.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections as well as the considerations from the budget sensitivity analysis have informed People and Technology priorities and outcomes for 20120/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported biannually to Committee, at mid-year and year end.

4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require 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 2020/21, the strategic area considered the Council’s strategic risks and identified risks specific to the service. (See below)

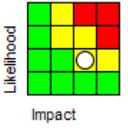
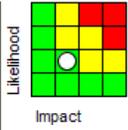
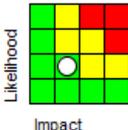
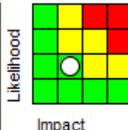
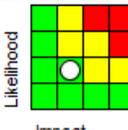
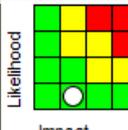
Actions to mitigate these risks are set out in our action plan or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score)

Current Service Risks

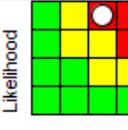
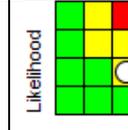
Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies			Arun Menon

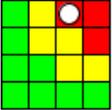
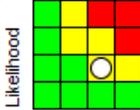
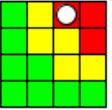
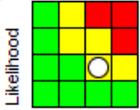
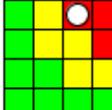
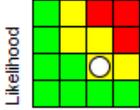
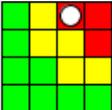
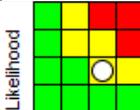
Current Strategic Risks managed by P and T

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Information Technology	Failure to keep pace with changing technology environment during periods of austerity and supplier rather than business led change			Patricia Kerr

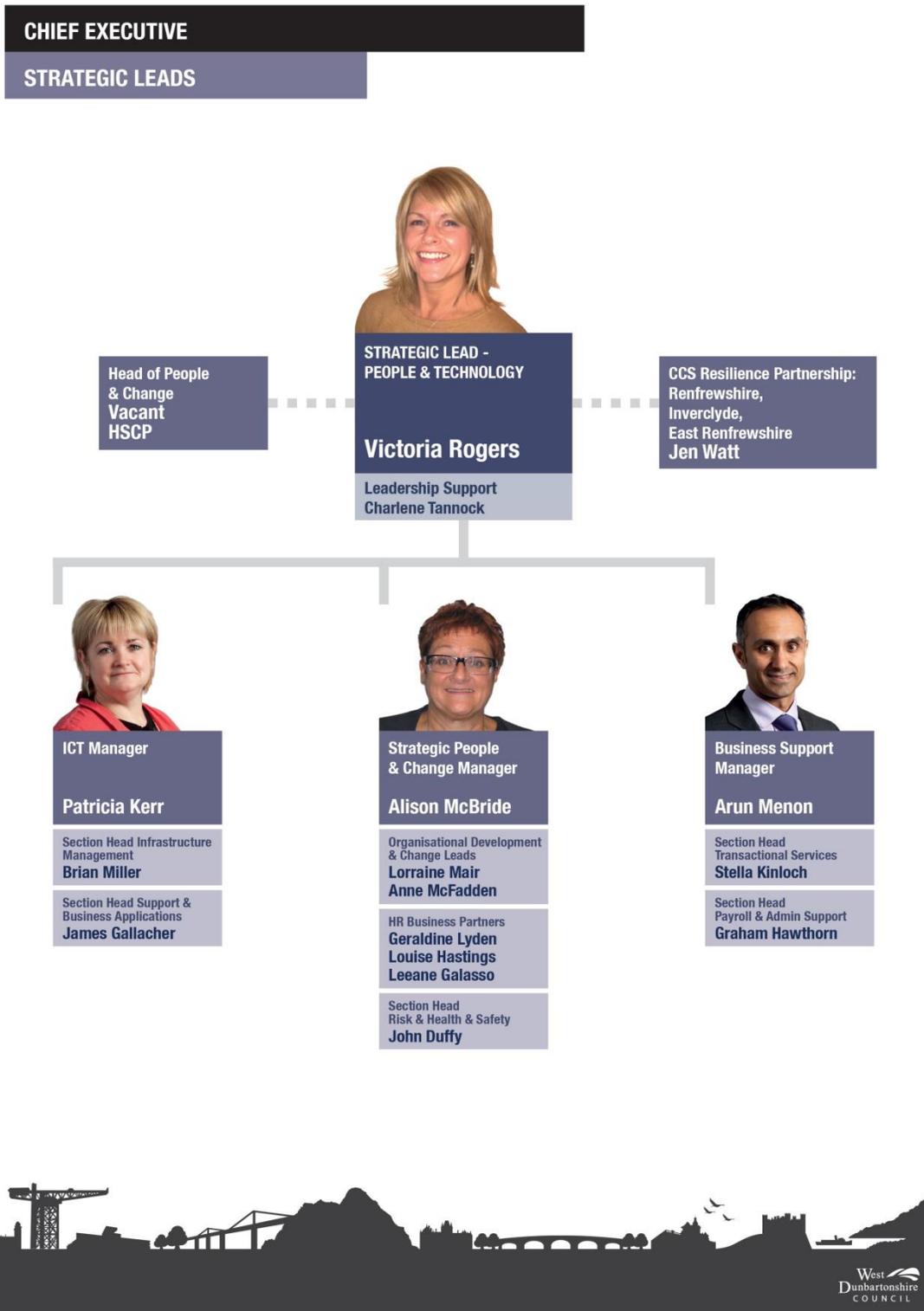
Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Threat of Cyber-attack	Data, systems and/or infrastructure are impacted as result of security attacks which are increasing in number at a time when this threat is already placing demands on resources to deliver increased levels of security controls.			Patricia Kerr
Health and Safety of Employees and Others	Failure to meet the Council's duty to protect the health, safety and welfare of its employees and other people who might be affected by its business, either in the provision of an effective health and safety management system or in ensuring adherence to that system as part of an embedded health and safety culture.			Alison McBride
Ensure an appropriately resourced workforce.	Failure to ensure that there is an appropriately resourced workforce in place to meet future organisational needs, either in effectively executing the Councils 2017-22 Workforce Plan or in ensuring that the Plan is adapted over time if and when earlier assumed circumstances change.			Alison McBride

Covid-19 Risks

Title	Description	Current Risk	Target Risk	Managed by
COVID-19 Significant Service and Workforce Disruption	<p>The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks.</p> <p>This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001</p>			Victoria Rogers

Sub risks – All Covid-19 sub risks are managed via operational risk register				
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			All managers
Service delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.			All managers
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.			All managers
Public uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.			All managers

Appendix 1 – Structure Chart



Appendix 2 - Action Plan

<p>P Efficient and effective frontline services that improve the everyday lives of residents</p>		
<p>Ob A committed and skilled workforce</p>		
Action	Due Date	Managed By
Embed an organisational health and safety culture through extending organisational use of Figtree and understanding of health and safety	31-Mar-2021	Alison McBride
Increase understanding of Council Fire Risk Management Strategy.	31-Mar-2021	Alison McBride
Implement actions from review of the effectiveness of Council approach to risk management	31-Mar-2021	Alison McBride
Deliver a variety of development opportunities such as Lean/Six Sigma, New Managers Induction, build digital literacy workforce knowledge and skills and targeted approach to the Coaching and mentoring Programme	31-Mar-2021	Alison McBride
Monitor the Continuous Improvement projects and grow the yellow belt group to better support transformation	31-Mar-2021	Alison McBride
Implement the actions from the Be the Best Conversations evaluation	31-Mar-2021	Alison McBride
Monitor and embed the Council's Employee Wellbeing Strategy.	31-Mar-2021	Alison McBride
Assess, develop and review employment policies/schemes in line with the Council's policy framework.	31-Mar-2021	Alison McBride
Continue to embed the Council's Strategic Workforce Planning Framework with a particular focus on the impact of digital skills	31-Mar-2021	Alison McBride

					Action	Due Date	Managed By
					Provide HR support to inform and implement organisational change projects.	31-Mar-2021	Alison McBride
Ob A continuously improving Council delivering best value							
Performance Indicator		2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By	
Sickness absence days per teacher		6.25	5.46	5.4	5.2	Alison McBride	
Sickness absence days per employee (local government)		12.77	11.4	9	8	Alison McBride	
Percentage of ICT helpdesk incidents fixed with half day of being logged.		49%	48.17%	52%	52%	Patricia Kerr	
The percentage of the highest paid 5% employees who are women		56.6%	55%	50%	50%	Alison McBride	
Gender pay gap		1.8%	0.9%	3%	3%	Alison McBride	
Action					Due Date	Managed By	
Secure, resilient and compliant Infrastructure					31-Mar-2021	Patricia Kerr	
Technologies to Support ICT Service Delivery Improvements					31-Mar-2021	Patricia Kerr	
Process Changes to Support ICT Service Delivery Improvements					31-Mar-2021	Patricia Kerr	

P Open, accountable and accessible local government					
Ob Equity of access for all residents					
Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Assigned To
% of our workforce who have declared a disability	2.08%	2.1%	1.9%	2%	Alison McBride
% of our workforce who have stated they are LGBT	3.07%	2.38%	2.5%	2.5%	Alison McBride
% of our workforce who are from a Black minority ethnic group	0.23%	0.27%	0.45%	0.5%	Alison McBride
Disability pay gap	9.27%	10.34%	10.5%	10%	Alison McBride
Action				Due Date	Managed By
Continue to implement HR Payroll Transformation including manual processes, development of WMS, better integration with WMS and greater self service				31-Mar-2021	Arun Menon
Implement statutory Payroll changes				31 Mar-2021	Arun Menon
Carry out equal pay audit for publishing in 2020				31-Mar-2021	Alison McBride
Carry out recruitment and selection exercise audit to identify positive actions for BME applicants				31-Mar-2021	Alison McBride

Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
ICT	We will fix all ICT helpdesk incidents within half a day of reporting.	% of helpdesk incidents fixed within given timescales.
	We will ensure all employees are able utilise self-service helpdesk support	% of Requests and incidents raised online
Strategic HR	We will produce monthly absence reports for all management teams focusing on appropriate actions to reduce absence.	% of total absence reports produced discussed at the relevant management team meeting.
OD and Change	We will annually review face to face standard training programme to ensure we meet the constant change of workforce needs (ie digital skills)	% programmes /courses reviewed annually.
Health and Safety	We will carry out annual Fire Risk Assessments (FRA) in all identified High Risk properties.	% of identified High Risk properties that are annually inspected in accordance with the enforcement inspection policy of Scottish Fire and Rescue

Appendix 4: Resources

Finance

The 2020/21 revenue budget for the P&T strategic area is £6.314m (updated following budget review on 01/09/20). The resources to deliver on this in 2020/21 action plan for service areas are:-

Services	Gross Expenditure 2020/21 (£m)	Gross Income 2020/21 (£m)	Net expenditure / Income 2020/21 (£m)
Transactional	0.712	-0.021	0.691
HR & Risk	1.225	0.000	1.225
ICT	4.546	-0.453	4.093
Change & OD	0.357	-0.052	0.305
Total	6.840	-0.526	6.314

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. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Absence in 2019/20

The quarterly absence statistics for P&T are shown below together with the Council average for the same periods for comparison. The figures for P&T have been significantly lower than the Council average throughout 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
P&T	0.47	0.62	2.39	1.54	3.49
Council Wide Total	2.83	2.54	3.50	3.35	10.25

Employee Numbers

The headcount and full time equivalent employees in each service area (as of 1 April 2020) is as follows:

Service Area	Headcount	FTE
Business Support	19	18.14
Health & Safety	6	5.41
ICT	57	53.90
People & Change	26	23.97
Total	108	101.43

SL Workforce Plan 2017-2022 – Annual Action Plan 2020/21

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

Expected Outcome

Gap is addressed, whilst:

Protecting critical roles (and avoiding associated turnover)

Ensuring service priorities are met

Avoiding or minimising risk of voluntary or compulsory redundancy

Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Explore and promote flexible working practices to attract and retain talent across People and Technology especially in project areas where skills and expertise is vital e.g. Workforce management, EDMS, Firmsteps, Robotic Process Automation (RPA), etc	Workforce	Ability to attract and retain experienced staff within key development areas; Improved on-boarding process for new staff	31-Mar-2021	All managers

Where feasible address any equalities imbalances within Business Support	Workforce	Currently Business Support teams have around 30% staff within the 50-60 age group which needs planned for potential retirements and impact on services; 87% of the Business Support teams is made up of females which also needs balanced where feasible	31-Mar-2021	Arun Menon
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review structures and role profiles across HR Connect and Payroll teams not only in light of legislative changes but also Digital, Robotics and wider transformation projects to ensure the teams are efficient and remain effective.	Workforce/Sys tems	Achievement of committed savings, Streamlined, more efficient processes	31-Mar-2021	Arun Menon
2. Addressing the gap between current and required additional workforce capabilities				
<p>Strategy Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce</p> <p>Expected Outcome Gap is addressed, whilst: Ensuring value for money in terms of training solutions Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) Ensuring service priorities are met as a result of application of those new capabilities Ensuring staff are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting</p>				

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to develop skills within ICT to remain abreast of changes in technology	Workforce funding	Evidence of capability, reduction in risk and improved service offering	31-Mar-2021	Patricia Kerr
Continue to utilise and embed Lean/Six Sigma skills of managers within P&T by commencing relevant process improvement projects.	Workforce	Efficiencies in processes identified and benefits realised.	31-Mar-2021	Alison McBride
Support Digital Transformation implementation and plan through ROI, consultancy only where necessary skills not internally available	Workforce /funding	Evidence of capability and subsequent organisational impact	31-Mar-2021	Patricia Kerr; Alison McBride
Build career paths that develop breadth of experience and depth of expertise at all levels by creating professional development frameworks and practical training opportunities with the likes of Robotic Process Automation (RPA).	Workforce	Level of re-training within existing staff groups; level of interest in council's Digital projects; map of skills and expertise along with a structured development programme for staff; avail and encourage adoption of self-training via tools such as LinkedIn Learning based on strategic priority areas	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
Continue to explore and initiate workforce shadowing/transfer opportunities across P & T service areas	Workforce	Evidence of increased capability/reduction in single-person dependencies/more agile workforce	31-Mar-2021	All managers

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to develop data analysis skills in Strategic HR team with a view to fully utilising existing systems/technologies	Workforce	Meaningful insights gained from existing data and improved use to drive Corporate initiatives.	31-Mar-2021	Geraldine Lyden
Review current and future staffing requirements and changes to working practices to identify training needs following implementation of a range of process improvements	Workforce	Effective working practices with minimal processing delays and errors	31-Mar-2021	Arun Menon
Review skills required for the Council to implement Robotic Process Automation through creation of a Centre of Excellence (CoE) to sustain automation developments in-house	Workforce	Establishment of a RPA CoE; Development of automation in-house; capacity released on account of automated processes	31-Mar-2021	Arun Menon

3. Improve resilience within teams

Strategy
Develop and implement wellbeing and training plans in relation to critical roles to enable capabilities to be developed and resilience improved within existing workforce

Expected Outcome
Improved resilience across teams leading to improving employee engagement and lower absence levels
Retention of knowledge and skills associated with critical roles
Ensuring employees feel valued and results in improved practices, increased efficiency and productivity
Ensuring service priorities are met as a result of application of those new capabilities
Ensuring staff are encouraged to develop new skills

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review capacity across HR Connect and Payroll in line with process improvement, developments and business as usual to identify opportunities for building resilience	Workforce	Monitoring delivery plan actions; meeting agreed SLAs; assess instances where teams have successfully completed ad-hoc requests from services	31-Mar-2021	Arun Menon
Continued implementation of development plans in Strategic HR team to aide succession planning.	Workforce Funding (within existing resource or submission of evidence case)	Progression of individual/collective development interventions	31-Mar-2021	Alison McBride
Continue to ensure cross-skilling in specialist areas within Strategic HR Team	Workforce	Evidence of increased capability/reduction in single-person dependencies/more agile workforce	31-Mar-2021	Alison McBride
Continued implementation of development plans in ICT team to aide succession planning (particularly to Service Manager and Section Head roles)	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment. Identification and progression of individual/collective development interventions	31-Mar-2021	Patricia Kerr

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continued implementation of development plans in Health & Safety team to aide succession planning.	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment. Identification and progression of individual/collective development interventions	31-Mar-2021	Alison McBride
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.	Workforce	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
Ensure teams are undertaking Be-the-best conversation on a regular basis with all staff	Section Heads	Review 6 monthly; completed Be-the-best conversations; improved outcomes in the Employee Survey	31-Mar-2021	Patricia Kerr; Alison McBride; Arun Menon
4. Ensuring clear, effective and stable organisational design				
<p>Strategy Planned service reviews within and across Strategic Lead Areas Supporting new ways of working and service delivery COVID specific actions</p> <p>Expected Outcome Create a more agile and better informed workforce A systems-based approach is adopted council wide utilising a service design approach to organisational change to improve service</p>				

delivery and ensure it meets the needs of citizens.
More accessible online training and employee support provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Supporting different work styles to best support home working and social distancing in line with COVID government guidance	Workforce/Funding (within existing resource or submission of evidence case)	Completion of assessment of workstyles. Data quality improvement for workstyles. Identification and progression of remote working/workstyle exercise	31-Mar-2021	Alison McBride
Improved communication frameworks with employees and managers to translate the national messages and government guidance	Workforce	Issue of workforce updates. Rollout of Trickle. Increased numbers of wellbeing advocates, Trickle champions and MS Team ambassadors. Improved outcomes in the Employee Survey	31-Mar-2021	Geraldine Lyden
Increased on line training provision for policy and practice to best support managers and employees as the organisational environment changes. Webinars, on line training	Workforce	Evidence of increased capability /more agile workforce	31-Mar-2021	Alison McBride

5. Addressing workforce diversity objectives

Strategy

Develop and implement action plans in relation to the following:

Increase diversity in the Council workforce

Reduce the disability pay gap

Decrease occupational segregation

Outcomes of the Equal Pay Audits

Expected Outcome

Council workforce-related equality outcomes are met and demonstrated by achievement of associated equality improvement targets.

WDC have completed Scottish Local Government Living Wage exercise

Progressing on equality indicators

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Conclude the Scottish Local Government Living Wage (SLGLW) exercise with deletion of the grades below SLGLW.	Workforce	Exercise concluded with deletion of grades below SLGLW.	31-Mar-2021	Geraldine Lyden
Actions to address specific duties associated with Disability - manual data verification exercise.	Workforce	Manual exercise concluded to ensure all employees are reached and associated actions carried out.	31-Mar-2021	Geraldine Lyden
Equal pay reporting - annual equalities monitoring report (every year) and Equal pay audit every 3 years. (next one June 2023)	Workforce	Audit carried out and concluded and relevant reports provided to committee.	31-Mar-2021	Geraldine Lyden

6. Improved use of technology and new ways of working

Strategy

Implement Workplace of the Future Strategy

Develop and implement workforce and organisational development solutions

Expected Outcome				
Improved efficiency and effectiveness of service provision Make better use of data Continue with council wide digital transformation				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Provision of technology to support new workstyles to enable more home and flexible working.	Workforce/Funding (within existing resource or submission of evidence case)	An increased number of employees with the equipment to work at home and more flexibly in line with the Government guidance to work from home where possible	31-Mar-2021	Patricia Kerr
Utilise and support the development of the Workforce Management console to better inform decisions and service delivery plans	Workforce/Funding (within existing resource or submission of evidence case)	Ongoing utilisation and development of the console. Increased data usage to inform decisions	31-Mar-2021	Geraldine Lyden; Anne McFadden
Further develop and roll out an induction app	Workforce/Funding (within existing resource or submission of evidence case)	Push out helpful organisational information that would assist employees in the first few months. This will be developed further and is in testing phase.	31-Mar-2021	Anne McFadden

