Appendix 1 P&T Delivery Plan 22-23 Interim Progress Report

P	4. Our Council
Ob	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Status	Progress	Due Date	Note	Owner
Secure the Council's Technology Infrastructure	✓	100%	31-Mar-2023	This action has been successfully completed. The ICT team have tested and implemented the 'LogMeIn' remote access technology. In addition to this significant progress has been made in implementing the infrastructure that will support the eventual roll out of Microsoft 365.	James Gallacher
Enhance Security and Cyber awareness programmes tailored for hybrid working	▶	80%	31-Mar-2023	This action is progressing as planned and is anticipated to be completed by year end. To date the ICT team have updated the windows operating system on all devices and improved security around remote access, and are preparing for a review of the ICT security framework.	James Gallacher
Review and implement ICT processes and service improvements in line with new technologies	▶	75%	31-Mar-2023	This action is progressing well. We have reviewed service processes and have introduced new operating hours for service desk support. We have reviewed the ICT customer satisfaction survey and will be launching this in January. It is anticipated this action will be completed by year end as planned.	James Gallacher
Upskill ICT team in new tools and processes	▶	66%	31-Mar-2023	This action is progressing well and it is anticipated this action will be completed by year end as planned. The ICT team have undertaken training around the new security products recently introduced as well	James Gallacher

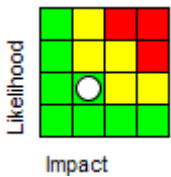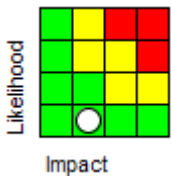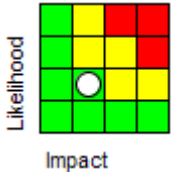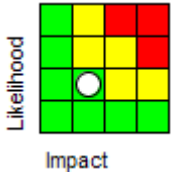| Action	Status	Progress	Due Date	Note	Owner
				as training around 365, this will enable the ICT team to support the wider workforce when the products are fully implemented.	
Identify and understanding the workforce needs to ensure sound workforce planning activities such as skills gaps, succession planning and employees are supported throughout their career	✅	100%	31-Mar-2023	This action has been successfully completed. Workforce planning strategy has been reviewed for 22-27. People First Year 1 plan has commenced. WFP now being developed alongside service planning with progress recorded on Pentana. Training has been reviewed and updated to support employee/leadership development.	Alison McBride
Investigate root cause analysis, employee feedback and data in relation to workforce behaviour and practice and respond accordingly with improvements	✅	100%	31-Mar-2023	This action has been successfully completed. To date Trickle has been re-launched with success evident already in relation to increased champion numbers and general trickle activity. Exit survey feedback continues to be monitored, regularly reviewed and some improvements made. Improvements identified through employee voice and will improve quality of data regarding work related stress in the Council and ensure that there is a holistic approach to support those experiencing stress (personal or work related). Work on this has commenced Occupational Health tender process has been initiated with procurement and work around responding to the stress risk assessment review continues.	Alison McBride
Implement the actions from the Equalities Outcome Monitoring Plan	✅	100%	31-Mar-2023	This action has been successfully completed. The EOM Plan has been reviewed and a number of issues progressed such as Veterans plan, Equally Safe @Work, Respect & Work and a data collection exercise underway.	Alison McBride
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities,	▶	60%	31-Mar-2023	Mental health first aider group training has been expanded. Further work underway to support employee financial planning. Additional SG	All Managers
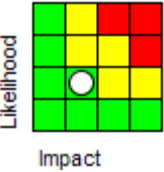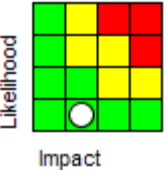
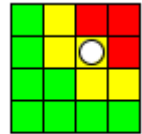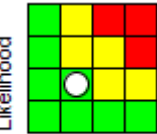| Action	Status	Progress	Due Date	Note	Owner
improved resilience and promotion of a diverse workforce				monies received to support employee resilience with webinars planned for workforce. Equality action plan re-prioritised in line with People First Strategy. Actions relating to data verification and Equally Safe at work have commenced with plan linked recruitment actions to the People First Strategy year 1 work ICT have a wellbeing advocate and participate in focus group. Wellbeing is supported and promoted across ICT service and employees are regularly updated with Wellbeing information and opportunity for support. ICT are attending Education Career Fayres across WDC in order to diversify workforce and attract a younger demographic. It is anticipated this action will be completed by year end as planned.	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce	✅	100%	31-Mar-2023	This action has been successfully completed. Year 1 plan has been started, priorities and lead officers agreed. Progress has been made in relation to scoping of development needs and opportunities to bridge any gaps within the Human Resources Team building on a one team approach. ICT are liaising with Working 4U to review apprenticeship opportunities with a view to attracting new employees. ICT are working collaboratively with People & Change team to review and improve employee onboarding by April 23.	All Managers

Action	Status	Progress	Due Date	Note	Owner
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	✅	100%	31-Mar-2023	This action has been successfully completed. FfF continues to support services and technology will be employed to support year 1 People First plans. Microsoft 365 is currently being deployed to service areas and will continue over the coming months. Centre of excellence will be setup to ensure maximise use and benefits of the 365 solution. SOM project commenced to align HR and Finance digitally in one system will identify gaps and establish opportunities for improvement. Freshservice system review undertaken and improvement put in place to improve the system. Plan to publish the system externally to allow easier reporting of incidents/requests. Device Updates – review of technology to improve update process with remote feature implemented to allow employees to update devices from home. Church Street ICT Performance – review of issues undertaken and various technology changes implemented. Review and improvements will continue and plans are underway to replace existing wireless hardware with new technology to ensure performance is fit for purpose. ICT Structure changes – Supervisor layer extended to address gaps and provide development opportunities for existing employees. Review of structure, roles and development opportunities to support recruitment and retention in ICT. Due to continuing sector	All Managers

Action	Status	Progress	Due Date	Note	Owner
				recruitment challenges especially in public sector, ICT engaged with West Scotland College to discuss a new approach to recruitment, and to enable opportunity for computing graduates with little or no experience to apply for Grade 3 positions within WDC ICT service. The aim of this approach is to develop and equip graduates with the skills and experience required to deliver the role and also be ready to progress to 1st line analyst posts after a 2-year period. This exercise is being completed alongside a redesign of ICT structure and a review of resources to identify what skills and support model the ICT service requires moving forward, this is to ensure we can deliver new technology, support hybrid working and meet service demand and expectation. P&T cross team working planned to increase collaboration across the service.	
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce	✅	100%	31-Mar-2023	This action has been successfully completed. Corporate budget being focussed on supporting digital skills and M365 skills particularly on the supporting of the technical/security element. Scoping of development opportunities to bridge any skills gaps with HR Team In addition to 365, ICT teams across service also attending training in technical areas such as Telephony technology and Cyber Security to ensure skills gaps are filled, resilience built in and development opportunities provided. Continuous review of training is in place to ensure we are equipping employees with right skills to implement and support new technology.	All Managers

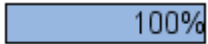| Action	Status	Progress	Due Date	Note	Owner
				Technical training for 365 has been undertaken and will continue in the coming months. ESI training platform from Microsoft promoted and employees registering for free accredited technical courses. Microsoft partnership training carried out for Digital Team Internal ICT development opportunities created to improve resilience and ensure skillsets such as line and project management are developed.	

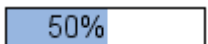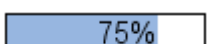| Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Workforce Management System not fit for purpose	There is a risk that the WMS system is not fit-for-purpose thereby requiring manual workarounds restricting the level of automation impacting on efficiencies.			28-Sep-2022	This risk remains current due to the manner in which Frontier deploy improvements and support the system development in line with operational requirements.	Arun Menon
Challenges in protecting the 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.			28-Sep-2022	The H&S team continue to review and streamline key service areas such risk, SMS and learning. Figtree has seen improvements in how risk assessments are managed and the team are looking to build on this with hazard reporting. A newsletter has also been developed to update and promote good practice. The team continue support all H&S committees and RPO's to ensure a consistent approach. The team also have improved the	Alison McBride

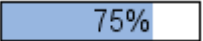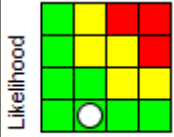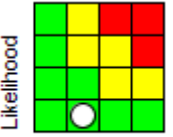| Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					process in managing health surveillance with OH& line managers.	
Complexities in ensuring an appropriately resourced and resilient workforce	Failure to ensure that there is an appropriately resourced and resilient workforce in place to meet future organisational needs, in effectively executing the Council's 2022-27 Strategic Plan.	Likelihood / Impact	Likelihood / Impact	05-Oct-2022	Workforce planning has developed well alongside service delivery planning. This has been supported by better use of data in this area to inform decision making via the use of the console. New ACAS guidance (issued July 17) Return to Work and Hybrid Working reinforces the work WDC have undertaken to date, particularly around the workstyle exercise, employee consultation, remote working guidance, planned/ phased return and variations to contracts which all see WDC well placed in supporting the workforce. Further work to develop the approach to working flexibly has commenced. Despite a robust package of wellbeing resources being available, absence levels are being closely monitored, with stress and MSK absences prevalent. WDC continue to provide additional access to counselling. Development course for mid to senior leaders has commenced. Trickle rollout has now been completed for the whole of the organisation and will be	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					relaunched to ensure this tool is better used for employee feedback and engagement. There will be a launch of the Trade Union Learning Agreement which encourages all employees to participate in regular learning and development. WDC Fit for Future programme continues to support services. L&D frameworks have been reviewed and agreed with TU.	
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.			29-Sep-2022	ICT continue to follow NCSC guidance and implement additional security tools and fixes as identified. Recent focus has centred on deploying software and processes for: • the potential impacts of hybrid working on the security design; • updating both off network and on network devices The ICT Team also continue to work on implementation of remote management/deployment software. Threat management, traffic & network switch DNA analysis software deployed July 22 & Sept 22. Plans to implement additional security monitoring tool underway.	James Gallacher

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					Geo-blocking to GB remains in place and the geo-political situation continues to be monitored. Resourcing of security roles will continue to be examined as part of normal ICT service design management processes.	

Ob	Objective 11. Our Council is adaptable and focused on delivering best value for our residents

Action	Status	Progress	Due Date	Note	Owner
Implement statutory Payroll changes	✅	100%	31-Mar-2023	This action has been successfully completed.	Arun Menon
Undertake annual Payroll Audit	▶	90%	21-Dec-2023	This action is progressing as planned. The annual audit has been completed by seven of the eight strategic teams. It is anticipated this action will be completed by year end.	Arun Menon
Continue to develop automations around HR & payroll system, sickness absence and pension calculations and wider council services	▶	50%	31-Mar-2023	This action continues to make progress across a number of council wide automation projects. These projects include working with some complex issues and systems and we will continue to monitor any challenges and ensure we are making good progress to ensure we achieve our overall ambitions in line with the council strategic priorities. It is anticipated this action will be completed by year end.	Arun Menon
Embed H&S commitments with service delivery and workforce planning. Build and support workforce groups to promote good practice	▶	75%	31-Mar-2023	This action is progressing as planned and is expected to reach completion by 31st March 2023. Corporate H&S are on track to meet all of their aims and objectives as set out in their Corporate Plan for 2022/23. Quarterly health and safety committees are undertaken where actions, incidents, risk assessments and various other H&S issues	Alison McBride

Action	Status	Progress	Due Date	Note	Owner
				are discussed with all services and TU colleagues. Regular improvements to Figtree are being undertaken to enhance current features. RPO guidance and e-learn module has recently been updated, a new H&S inspection programme is being developed and quarterly H&S newsletters are published. H&S team regularly meet with TUs to discuss any ongoing issues and various risk assessment working groups meet on a regular basis and are making good progress.	
Continue to build on data usage/skills to improve decision making and accountability. Raising user awareness, risk assessments and investigating technology implications	▶	75%	31-Mar-2023	This action is progressing as planned and is expected to reach completion by 31st March 2023. The console continues to be developed as does the organisations knowledge around better use of data. A data maturity assessment has been undertaken and plans are in place to continue progress. WDC continue to use the apprenticeship levy funds to support digital skills across the workforce. A digital skills framework has been developed to further support. A centre of excellence is planned to support M365 usage.	Alison McBride
Create a collaborative council wide approach to transformation, using service design and making best use of people/tools/systems to improve service delivery	✓	100%	31-Mar-2023	This action has been competed as planned. Fit for Future, service design and a view to support the organisation with transformation is underway. People First strategy year 1 plans have commenced as has a review of the Job Evaluation process and practice. A further shorter tool Assess, Improve, Measure has been developed and has been tested with the People First Year 1 improvement activity.	Alison McBride

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Keeping abreast of developments in the innovative use of Information Technologies	Failure to keep pace with changing technology environment.			29-Sep-2022	Replacement interconnect firewall between NHS and WDC now operational in Aurora house. New rule sets in place as agreed with WDC and NHS IT Services. Microsoft Intune deployed to enable remote imaging of devices. LogMeIn went live August 22 enabling remote control of all devices including mobile phones. Citrix Cloud Proof of concept in place and testing underway with ICT/service areas. Progress continues on implementation of a new authentication method for public access wireless	James Gallacher

Action Status	
✖	Cancelled
🔴	Overdue
🔺	Not on track
▶	In Progress and on track
✅	Completed

Risk Status	
🔴	Alert
🔺	High risk
🔺	Warning
✅	OK
❓	Unknown