People and Transformation Service Plan

2023 – 2024

Dumfries & Galloway
COUNCIL

The principal purpose of the Service is to:

- Provide professional advice on a wide range of areas to support other parts of the Council to operate effectively and to change and improve.

- Through delivery of our People Strategy, we have set out the Councils ambition to be a great employer, where we can do our jobs well and make a difference to the people of Dumfries and Galloway

- Enable and support the modernisation of Council services by delivering on the transformation and efficient services agenda.

- Develop and lead the Council's approach to change management, communication, health, safety and wellbeing, human resources, business intelligence, business support, digital and ICT services.

- Help the Council develop the capacity to learn and change, operating as a coherent and unified Council working in an efficient and effective manner.

- Consistently look for opportunities to reduce operating costs and rationalise spending, recognising the importance of protecting frontline services from the impact of reduced Council funding.

- Embrace the opportunities and potential of digital technologies to improve outcomes and services for all our citizens and employees, and at the same time work to enable our region to embrace digital opportunity.

Support and enhance the reputation of the Council, through effective strategic communications, professional executive support for the Chief Executive and Senior Management Team, elected members, and successful events and programmes. Building trust and confidence that strengthens relationships with citizens, stakeholders, our staff and promotes the region and the Council.

The service has a lead role in delivering the following Council Plan Strategic Outcomes:

Economy

- Our workforce and their skills base are growing.

Travel, Connectivity and Infrastructure

- People have access to services that are modern, efficient and responsive.

- Digital connectivity supports thriving rural communities.

Health and Wellbeing

- People are active, resilient and improving their health and wellbeing.

Purpose

Working with people and communities under the philosophy of an inclusive council, enabling people to be the best they can be and to successfully transform our services.

Theme	People Infrastructure	Organisation Design	Organisational Capability	Digital
Key outcomes	Deliver a highly valued People Service that enables leaders and managers to transform the business implementing our people strategies through recovery and beyond.	Support the organisation to design and implement an organisational framework that both prepares and shapes the 'new normal' delivers services and inclusive ambitions of DGC.	Building Capabilities that durably change workforce behaviours developing approaches in creating new skills to thrive in recovery and beyond.	Deliver swift digital transformation through a pandemic proof organisational model to enable DGC to grow and thrive in a post-COVID-19 world.
Key deliverables	• Strategy and implementation • Pay review • People policies and processes • Budget processes • People Metrics - analysis and action • RRR - Recruitment, Retention and Redeployment • Trade Union Engagement • Reward and Recognition review • Contract Management • HSE • Health and Well-being • Workforce diversity and equalities • FTAW • Flexible and hybrid working • What makes us who we are	• OD Framework • Service Redesign • Transformation Programme • Workforce Planning • Business Intelligence • Policy • Alternative Service Delivery and Employment Models • Recovery (Workforce) • SOLACE, COSLA, SPDS • Flexible structures • Engagement (inc. youth) • Cultural Transformation • Values and Behaviours • Integrity and Governance • Communication Strategy	• Learning Needs Analysis • Leadership development • Performance management • Talent and Succession • Top Talent • Transformation skills • Coaching model inc. mentoring • Blended Learning and Training delivery • LMS • Shared Workforce Development (NHS etc) • Member Development • High performing teams • Apprenticeships (Levy) • Graduates • Induction	• Smart Town/City • Managed Customer Experience • Secure Collaboration tools and solutions • Digital access • Create digital and data talent • Connectivity and inclusion • No one is left behind in our digital world • Cyber security • Focus on front line service delivery • New Digital business models • Stimulate innovation using high quality data and data analytics

The service demonstrates the Council's Principles by:

Safeguard our future

- Through delivery of the digital implementation plan use technology and digital first as the key driver to reduce travel, energy and waste and new ways of working. Plus continue with the work on utilisation of cloud technology and away from traditional data centres which are prone to higher levels of energy and emissions.

- By ensuring all ICT and digital projects and programmes subject to the spend controls process will be obligated to include sustainable ICT.

- We will help ensure that our staff and service users fully understand cyber security issues and are able to use digital applications and services safely.

Support our citizens

- In providing responsive and reliable services that achieve high standards of customer care.

- Working to ensure that everyone can benefit from digital information, products, and services or, in other words, to bridge the digital divide in an equal and equitable way no one will be left behind and to endeavour to reach the furthest behind first.

- Ensuring our HR Policies and procedures help managers and staff to understand the importance of equality, diversity and inclusion in all areas of work, including: recruiting new staff; training and promoting existing staff; equal pay; religious beliefs and practice; dress code; unacceptable behaviour; dismissal of staff; redundancy; different types of leave for parents and carers; and flexible working.

Support our communities

- People living, working in and visiting D&G will have access to the benefits of a digitally enabled region and digital will facilitate greater community participation and informed decision making. We will create digitally inclusive communities with appropriate connectivity and access to devices and ensure that appropriate support is provided to our most vulnerable.

- Working with our partners we will support and encourage the use of digital solutions to stimulate economic growth. We will endeavour to make Dumfries & Galloway a truly digital place.

- We will support our schools to ensure pupils will have access to digitally enabled teaching environments supported by resilient secure networks delivering appropriate learning & teaching resources.

Be a responsive Council

- We will enable our council to make best use of digital opportunities by providing an enabling ICT platform which is simple to use and meets business needs.

- Our staff will be enabled to use digital technology to work in an agile manner and deliver services where they are needed. Joining up data and improving quality and our ability to use and understand it will guide the way we do business and we will have an open by default approach to data.

- We will use technology to make sure we make the best use of our resources and manage them in an efficient way.

- We will continue to develop and deliver an approach to organisational change and development that is focused on people, their wellbeing and resilience.

- This service will be a key driver for culture change, capacity building and performance improvement in councils to build adaptable, leaner 21st century organisations that deliver good value services.
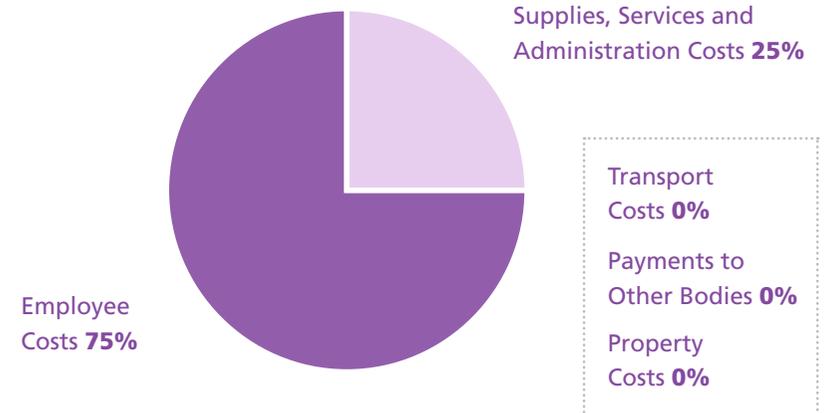
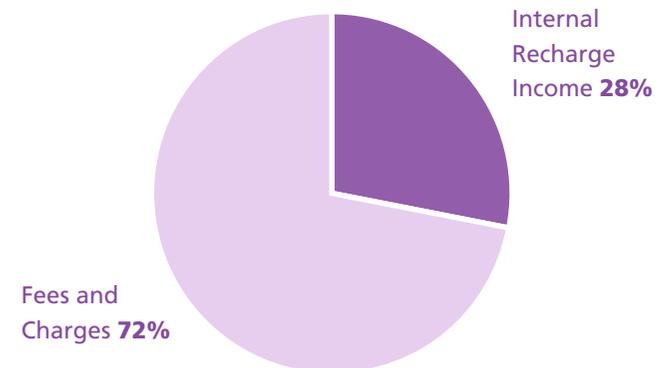The following resources underpin the delivery of the Service Plan:

Budget*

Budget Estimate Summary Service Analysis	Budget Estimates People and Transformation £
Expense	
Employee Costs	10,232,152
Property Costs	51
Transport Costs	33,209
Supplies, Services and Administration Costs	3,350776
Payment to Other Bodies	8,475
Expense Total	**13,624,663**
Income	
Fees and Charges	-163,763
Internal Recharge Income	-63,000
Income Total	**-226,763**
Grand Total	**13,397,900**

*Based on indicative estimates as at March 2023

Expenses

Supplies, Services and Administration Costs **25%**

Transport Costs **0%**

Payments to Other Bodies **0%**

Property Costs **0%**

Employee Costs **75%**

Income

Internal Recharge Income **28%**

Fees and Charges **72%**

Our people, our posts

Our People as at 1 April 2023

Number of people
274

Number of posts
276

Gender
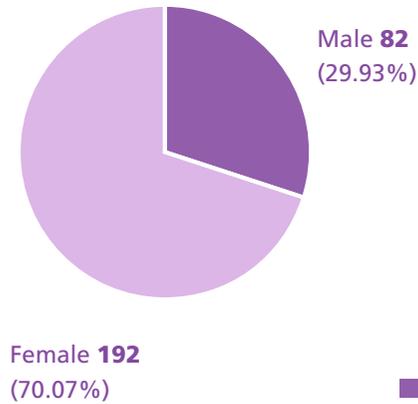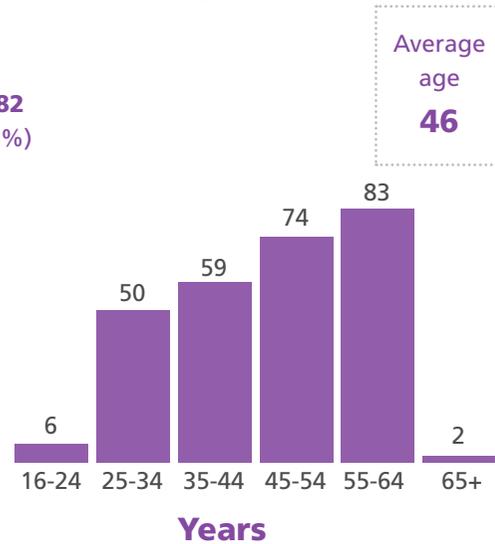
Male **82** (29.93%)

Female **192** (70.07%)

Age range

Average age **46**

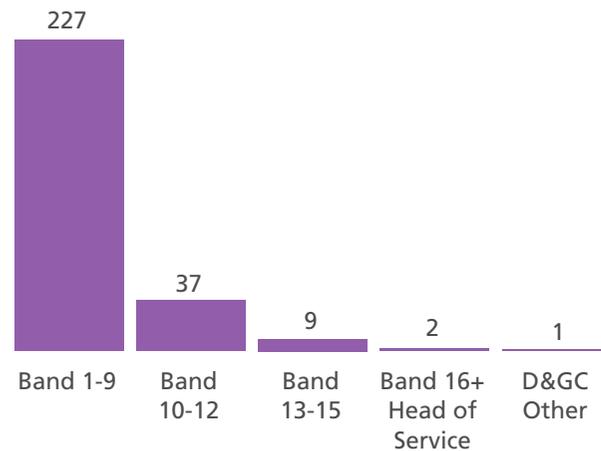| Years	Count
16-24	6
25-34	50
35-44	59
45-54	74
55-64	83
65+	2

Years

Length of service

Average length of service **13 years 1 month**

Years	Count
0-5	85
6-10	33
11-15	25
16-20	57
21-25	24
25+	50

Years

Pay Band of Employees

Pay Band	Count
Band 1-9	227
Band 10-12	37
Band 13-15	9
Band 16+ Head of Service	2
D&GC Other	1

Employment Basis

Part-time **79** (28.62%)

Full-time **197** (71.38%)

Employment Type

Fixed-term **17** (6.16%)

Permanent **259** (93.84%)
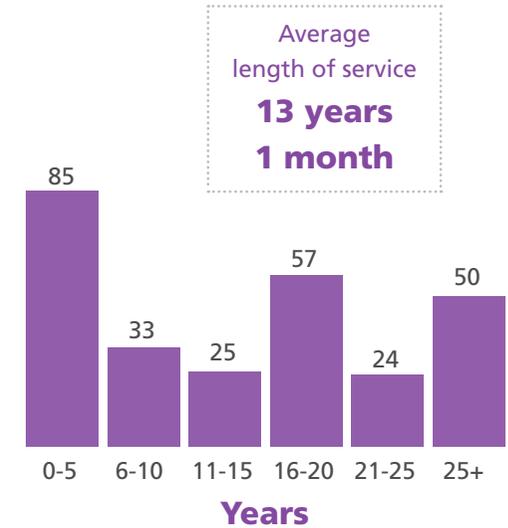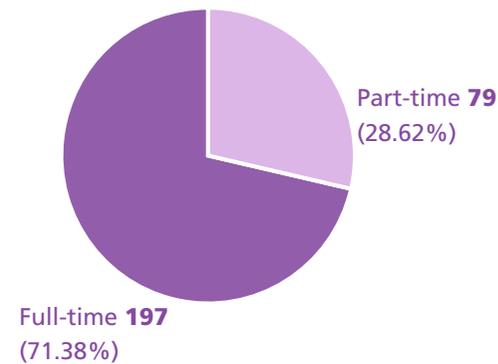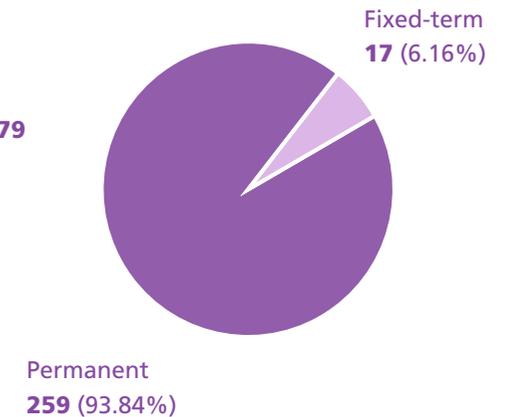
Workforce Planning – a Service People Plan will be produced providing detail on action to develop our workforce linked to the six outcomes in the People Strategy. The People Plan will cover metrics, succession planning, and priority areas to inform the required workforce planning and development for the service. The service will monitor their Performance Development Review completion dates and use the relevant information to develop any plans.

Workforce Engagement – the service will develop and implement an engagement action plan based on the service results from the People Survey. The service will cascade and discuss the outcomes of the Supportive Workforce Conversations 2023 You said, we did communication document. The service will carry out development days, service meetings, team meetings, Performance Development Review's and regular 1:1's, along with contributing to the Directorate Newsletter editorial group.

Council Plan Delivery 2023/24

Strategic Outcome 2: Our workforce and their skills base are growing

Ref	Delivery Plan Action	What team will do it?	Linked Strategy / Plan Area Reporting**
2.3	Provide access to specialist driver certificate of professional competence and MIDAS mini bus training to local businesses	Organisational Development	Budget Saving People Strategy
2.4	Implement a campaign with the Youth Council, alongside local trade unions, aimed at under 16s focussed on their employment rights.	Organisational Development	People Strategy
2.5	Conduct a staff survey across the organisation's workforce to support action on organisational development and engagement, and identify gaps and opportunities for our workforce.	Organisational Development	People Strategy

Strategic Outcome 11: People have access to services that are modern, efficient and responsive

Ref	Delivery Plan Action	What team will do it?	Linked Strategy / Plan Area Reporting**
11.2	Implement digital service redesign of systems and processes for roads maintenance, leisure and sports booking and membership, revenues and benefits and internal recruitment, to deliver savings and efficiencies.	Business and Technology Solutions and Communications	Digital and ICT Strategy
11.3	Undertake user research with customers to ensure our services are simple, secure and easy to access and use online, leading to improved online services to help customers request, report and receive progress updates, starting with recycling and roads requests.	Business Solutions and Communications	Digital and ICT Strategy

Strategic Outcome 12: Digital connectivity supports thriving rural communities

Ref	Delivery Plan Action	What team will do it?	Linked Strategy / Plan Area Reporting**
12.3	Deliver public access to wi-fi across all Council buildings.	Business and Technology Solutions	Digital and ICT Strategy

Strategic Outcome 21: People are active, resilient and improving their health and wellbeing

Ref	Delivery Plan Action	What team will do it?	Linked Strategy / Plan Area Reporting**
21.4	Support staff health and wellbeing through the introduction of wellbeing cafes for adult social care, programmes within Education, menopause blethers, wellbeing conversations, wellbeing checks and the delivery of mental health training programme to over 300 managers.	Human Resources	People Strategy

Service Delivery 2023/24

What are we planning to do?	What team will do it?	Linked Strategy / Plan Area Reporting**
Implement a Supportive Workforce Conversations Programme 2023	Organisational Development	People Strategy
Development of an Engagement Framework	Organisational Development	People Strategy
Develop a Council Wide Workforce Plan	Organisational Development	Council Plan
Refresh the Council's Lobbying Strategy	Business Intelligence	Lobbying Strategy Council Plan
Develop and implement a programme of service level self-assessments	Business Intelligence	Best Value
Review Public Performance Reporting and align with Council Plan Delivery	Business Intelligence	Strategic Planning Framework and Best Value
Best Value Improvement Actions (Performance related)	Business Intelligence	Best Value

Change and Improvement Activities 2023/24

What are we planning to do and what is the intended outcome?	What team will do it?	Linked Strategy / Plan Area Reporting**
Redevelop the current Intranet (Connect) and migrate to a modern employee engagement platform based on Microsoft365 that is accessible by all staff.	Business and Technology Solutions and Communications	Digital and ICT Strategy
Migrate the existing wide area network to a new contract delivering increased bandwidths at schools and council offices.	Business and Technology Solutions and Communications	Digital and ICT Strategy
Implement a new Learning Experience Platform (LXP)	Organisational Development	People Strategy
Implement a revised automated Digital PDR process	Organisational Development	People Strategy
Corporate Identify Refresh	Communications	
Introduce a governance framework for Communications across the Council	Communications	
Provide support to the Council's change programme through Business Analysis and Data Analysis	Business Intelligence	
Cyber Security	Business and Technology Solutions	Digital and ICT Strategy
Redesign processes and purchase of a grants management system	Business Support	
Human Resource Policy Development and Refresh	Human Resources	People Strategy
Develop Health and Safety Information Management Systems & Processes	Human Resources	People Strategy
Digitisation of Pension processes	Human Resources	People Strategy
Service response to 10,000 voices	People and Transformation	10,000 Voices

** Indicates where information will be reported to Area Committee

Success Measures 2023/24

Success Measure	Target	Timescale / Frequency	Benchmark
Percentage of jobs advertised and appointed to within 28 working days. (UK standard in 2022)	80%	Quarterly	Internal
Number of people purchasing Annual Leave	200	Six Monthly	Internal
Number of people on flexible working arrangements	4,250	Six Monthly	Internal
Council Turnover rate	10%	Monthly	Internal
Percentage of leavers completed an Exit Interview	50%	Quarterly	Internal
Council Employee Engagement Index	60%	Quarterly	Internal
Percentage of corporate information systems available during core working hours	95%	Monthly	Internal
Service Desk Customer Satisfaction Short Survey	6	Monthly	Internal
Percentage of support calls resolved on time	80%	Monthly	Internal
Average percentage daily active users	75%	Monthly	Internal
Insight reports delivered to schedule	2	Monthly	Internal
Performance monitoring reports delivered to schedule	9	Quarterly	Internal
Percentage of Contact Centre calls answered	Baseline being established	Monthly	Internal
Average Contact Centre call wait time in minutes	Baseline being established	Monthly	Internal
Cost per Contact Centre interaction	Baseline being established	Annual	Internal
Average Contact Centre handling time	Baseline being established	Monthly	Internal
Total number of daily Contact Centre calls	Baseline being established	Monthly	Internal
Contact Centre abandonment rate	Baseline being established	Monthly	Internal
Internal Customer Satisfaction with business support provided	85%	Quarterly	Internal

Success Measure	Target	Timescale / Frequency	Benchmark
Total number of request for additional Business Support accepted/refused	85%	Monthly	Internal
Email subscribers to Council News (external council email list).	8,000	Monthly	Internal
Facebook followers of corporate Facebook page.	32,500	Monthly	Internal
Twitter (X) followers to corporate Twitter page.	12,500	Monthly	Internal
Website page views (to corporate website).	Baseline being established	Monthly	Internal

** Indicates where information will be reported to Area Committee

Council Wide Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
People			
The average number of days lost per all other (non teacher) local government employees through sickness absence	9 days	Monthly	Internal / External: LGBF
Percentage of days lost per employee through sickness absence as a percentage of total possible attendances	4%	Monthly	Internal
Percentage of staff who have completed an annual performance development review	95%	Monthly	Internal
Enquiries / Complaints			
Percentage of Elected Member enquiries dealt with through the Elected Members Enquiry Service within the agreed timescales	85%	Quarterly	Internal / External: Local Authority Complaint Handling Network
Percentage of Community Council enquiries dealt with through the Community Council Enquiry Service within the agreed timescale	85%	Quarterly	Internal
Percentage of MP/MSP enquiries dealt with through the Enquiry Service within agreed timescale	85%	Quarterly	Internal
Percentage of Youth Councillor enquiries dealt with through the Enquiry Service within the agreed timescale	85%	Quarterly	Internal
Percentage of Stage 1 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 1 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Stage 2 complaint responses issued within statutory timescales	80%	Monthly	Internal / External: Local Authority Complaint Handling Network

Success Measure	Target	Timescale / Frequency	Benchmark
Percentage of Stage 2 complaint responses where extension was authorised	Data only	Monthly	Internal / External: Local Authority Complaint Handling Network
Percentage of Freedom of Information and Environmental Information (Scotland) Regulations requests received that have been responded to within 20 working days of receipt	90%	Monthly	Internal / External
Percentage of requests for subject access requests completed within one month	85%	Monthly	Internal
Finance			
Revenue Budget Outturn - Projected Outturn as a % of Budget	100%	Monthly	Internal
Health and Safety			
Number of Head of Service Safety Visits	2	Six Monthly	Internal
Total Significant Health and Safety Risk Priorities with Actions Overdue	0	Six Monthly	Internal
Total HSE/SFRS Interfaces resulting in legal enforcement action	0	Six Monthly	Internal
Total HSE/SFRS Interfaces with actions overdue	0	Six Monthly	Internal
RIDDOR reportable incidents outside of HSE legal reporting timescales	0	Six Monthly	Internal
Serious incident investigation reports overdue	0	Six Monthly	Internal
Total serious incident reports with actions overdue	0	Six Monthly	Internal
Number of RIDDOR reportable dangerous occurrences employee injuries and diseases	Service specific*	Six Monthly	Internal
Number of 3rd Party RIDDOR reportable incidents	Service specific*	Six Monthly	Internal
Number of near misses	Data only	Six Monthly	Internal
Number of employee accidents	Data only	Six Monthly	Internal
Number of violent incidents to employees	Data only	Six Monthly	Internal

*Bespoke to service based on previous baseline information and subject to agreement between Service and H&S.

Local Government Benchmarking Framework Indicators

Success Measure	Target	Timescale / Frequency	Benchmark
The percentage employees in the highest paid 5% of earners among council employees that are women (excludes teachers)	50%	Quarterly	Internal / External – Scottish Local Authorities and LGBF
Gender Pay Gap	5%	Quarterly	Internal / External: LGBF
The average number of days lost per teacher through sickness absence	7.5 days	Monthly	Internal / External Local Government Benchmarking Framework
The average number of days lost per all other (non teacher) local government employees through sickness absence	9 days	Monthly	Internal / External: LGBF

People and Transformation Risk Register

Risk	Risk Factors	Mitigation / Contingency
Not managing our resources effectively to meet expectations reflected in the Business Plan commitments	• Extent of investment in employee development, knowledge and skills to deliver future Council services. • Balancing a reducing workforce with increasing demands. • High levels of sickness absence impacting on a healthy, engaged and effective workforce through a time of significant change. • Difficulty in recruiting to critical posts. • Securing the efficiencies that technology provides. • Effectively managing our property estate effectively to secure savings and agreed changes in service delivery. • Diverting funding from delivery of agreed Council Priorities on significant unanticipated expenditure.	**Internal Controls** • Business Planning to deliver Council Plan and regular monitoring through the Directorate Management Team – monthly reporting and monitoring on all resources. • Anticipate new or incidental demands on our resources to assist or address issues. Pausing or re-prioritise activity to accommodate this, we accurately reflect any impact on our delivery of the Business Plan for unplanned but necessary activity. • Budget Development, monitoring and control arrangements as part of regular financial controls. • Workforce Plan and succession planning is considered through regular Directorate Management Team meetings and through positive interventions to secure roles and skills. • Learning and development plans exist for the whole Directorate based on Performance Development Reviews for each member of staff. • Wellbeing Action Plans are in place and wellbeing champions work with managers to ensure Council policies are supported. • Strategic Asset Board oversees asset management and use. • Capital Asset Class development, monitoring and control is in place for asset classes delegated to the Directorate. • Regular reporting takes places with Members on financial and other performance, risk and health and safety measures. • Business Improvement Team – review our effectiveness on a programmed basis. • Workforce Transition Board is guiding succession opportunities and approaches.

Risk	Risk Factors	Mitigation / Contingency
Overspending on the BTS budget to meet needs and demands	• We don't achieve committed savings. • Savings put forward by services are unrealistic or there is optimism bias in the likelihood of achievement. • Funding is diverted away from delivery of agreed Council Priorities on significant unanticipated/unbudgeted expenditure. • Costs of core services including energy, fuel, broadband, telephony, rates, etc are significantly higher than forecast and subject to inflation and price increases during the financial year.	**Internal Controls** • Budget process which incorporates the development of detailed service and financial plans, the identification of required savings, the development of budget proposals and the agreement of annual budgets through Full Council. • Budget process includes the development of budget plans over three years to ensure ongoing financial sustainability. • An agreed five Year Financial Strategy. • Agreed policy for the retention of a prudent level of General Fund Balances to support unanticipated expenditure demands. • A modest level of contingency funding is retained to support specific issues. • Established insurance arrangements, including element of self-insurance, to help offset costs associated with insurable events. • A comprehensive Treasury Management Strategy with arrangements for the investment and deposit of Council funds, with appropriate counterparty limits, to minimise the risk of loss. • Directorate Management Team – monthly reporting and monitoring on all resources. • Financial monitoring and control • Regular reporting to Members on financial monitoring against agreed budgets and clear forecasting of outturn.

Risk	Risk Factors	Mitigation / Contingency
People and Transformation not delivering customer focused services and advice	• Achievement of Council Plan outcomes. • Activity and resources deployed on matters which are counter or not directly impacting on the Council Plan. • Progress of Transformation Programme. • Sufficiency or timing of advice relative to customer needs. • Consistency of response and adherence to Council Policy and Guidance.	**Internal Controls** • Corporate Policies and Guidance involve users in development and are scrutinised by Members. • Active participation in improvement and quality initiatives such as Public Service Improvement Framework. • Business Plan focuses on improving customer and user experience and responsiveness and external benchmarking for improvement. • Workforce Plan values and develops core skills to ensure there are sufficient professional and skilled resources to meet customer needs. • All systems and processes should be rigorously tested before they are introduced. • Collegiate leadership and senior management across the Council provides close working arrangements with internal customers to ensure priorities understood and resources deployed effectively. • Full participation in Transformation Programme of all Directorate managers enables clear understanding and triage of Directorate resources to support this programme. **People Strategy** • Our People Strategy sets out our ambition to be a great employer, where we can do our jobs well and make a difference to the people of Dumfries and Galloway. **OD Framework** • Building leadership capability to equip our organisation to develop the skills and attributes our workforce needs to sustain performance to meet the short and long-term priorities in achieving our ambitions locked into the Council Plan, transformational change, and deliver on our People Strategy outcomes **Digital Mitigation** • People and Transformation is committed to a significant digital transformation and modernisation programme aligned closely to our Corporate plan and our service planning process. This Digital Strategy and implementation plan is key to enabling us to transform the way we work – both internally and with partners – so that we can achieve an effective and efficient 'One Public Service' for the residents and businesses of Dumfries & Galloway.

Risk	Risk Factors	Mitigation / Contingency
Not retaining the right skills and experience to meet needs and demands	• 20% uplift in vacancies across the UK since pre covid-19 particular in health and social care, hospitality and logistics. One million vacancies in UK classified as an all time record. Vacancies across DGC for experienced and skilled roles creating a gap or shortage within services. • Recruitment of suitably qualified and experienced staff against vacancy backdrop. • Progress on integration and core business systems, to remove inefficiencies in business processes. • Progress in growing our own future workforce to manage succession and overall workforce reduction effectively. • Leadership and management capacity.	Internal Controls • Business Planning to deliver Council Plan and regular monitoring through the Directorate Management Team – monthly reporting and monitoring on all resources. • Hybrid working is encouraged to enable individuals to work flexibly and sustain the retention of skilled resources within the service. • Investment is made following on from discussions with service managers around the analysis of skills gaps at all levels within the service in respect of undertaking a blended approach. • Participation in the graduate programme and apprenticeship opportunities to help us develop 'grow your own' opportunities for hard to fill, skilled or professional roles. • Pursuing opportunities to develop a greater external network to identify best practice across the Public Sector and to share knowledge and expertise in the face of shared challenges across Councils.

Risk	Risk Factors	Mitigation / Contingency
Failure to deliver Critical/Essential Services **(To include key consideration of but not limited to unintended loss of technical staff or system/ process failure)**	• Lack of preparedness for maintaining key services in the event of unplanned events including IT failure/cyber-attack and severe weather. • People and Transformation has recently been undergoing recruitment around key (technical) roles and such is the labour market at present this in turn presents a potential risk to service delivery. • This is a particular risk in areas of activity where there is increased demand for key skills e.g. H&S, IT Security • Given the extent by this and other services of reliance on computer systems, computer system failure by cyber-attacks presents a significant risk to service delivery especially with the recent cases across the public sector by foreign agents.	• Cyber Resilient Framework review to establish every 12 months; following any major cyber security incidents, a change of vendor, or the acquisition of new security services. • Business Continuity Plans, Business Impact Analysis, Vulnerability Assessment at individual service level to be reviewed and updated accordingly. • Arrangements will be made for the introduction of a Talent Management framework across the council in 2024 to include identifying a top talent pool and succession planning/career pathways to retain staff. • Robust workforce reporting and analysis will also allow for early identification on workforce trends with subsequent proposed solution to mitigate eg turnover.