

Organisational Development Strategy 2018-2022 Progress Report

1. COMMUNICATION

Aim	Action	Evaluation	Date	Up-date as at September 2024	Responsible Officer
1.1 To develop the Comhairle's intranet for effective employee engagement	1.1a - Update the Chief Executive's Department intranet webpages.	Pages completed Departmental feedback on usability of template	March 2019	Complete - The cyber-attack on 7 November 2023 impacted Comhairle services through disruption to our IT systems. A new intranet page was launched in December 2023 to support employees to access HR and related corporate information.	Dolina Smith
	1.1b - Set a template that can be used by other departments.			In Progress – The HR and Performance service is developing new intranet pages for the HR section at present. If this is successful it will be offered as a template for other services. The cyber-attack impacted on the completion of this Task, which will be carried forward to the new OD Strategy for completion.	Dolina Smith
1.2 To increase use of electronic media to promote the Comhairle	1.2 - Carry out an assessment of the viability of using videos and an online social media presence to promote the Comhairle including jobs and apprenticeships.	Associated costs Benchmarking recruitment numbers Recruitment survey responses	March 2020	Complete - Facebook page for vacancies established. This is linked in with the Comhairle's corporate Facebook page.	Norma Skinner
1.3 To ensure social media admin removed when employees leave	1.3 - Add the removal of social media administrator rights to the Exit Interview checklist.	Checklist updated	December 2018	Complete - The Leavers Checklist form required Line Managers to confirm that administrator rights from any Comhairle Social Media accounts, e.g. Facebook, Twitter, etc., have been removed and to advise the date this was actioned.	Carmen MacDonald
1.4 To ensure employees understand liability with using the Comhairle's social media	1.4a - Ensure Policies on the Acceptable Use of Social Media and Data Protection	Policies approved by the Comhairle and included in the Employee	March 2019	Complete - Included in the Social Media section of the Employee Handbook (section 7). Data Protection training is available as a class-based training session. In addition, a LearnPro module	Norma Skinner

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	are available in the Employee Handbook.	Handbook on the Intranet.		has been developed by the Legal Services Manager.	
	1.4b - Deliver training sessions for employees on Social Media Liability and Data Protection.			<p>Complete – Social Media Liability training is covered in corporate induction with employees. Data Protection training is available as a class-based training session and a LearnPro module has recently been developed by the Legal Services Manager.</p>	Norma Skinner
<p>1.5 To report on the outcomes of the Employee Survey 2018</p>	1.5 - Report outcomes [of the Employee Survey 2018] to the Comhairle and place on the Comhairle’s intranet.	Information available to employees	December 2018	<p>In Progress – Employee Survey published on the Completed Employee Surveys intranet page. The Employee Survey Results COVID-19 2020 and the Social and Community Services - Recruitment and Retention Survey Results 2022 are also available to employees on the intranet.</p> <p>NB: The cyber-attack on 7 November 2023 impacted Comhairle services through disruption to our IT systems. A new intranet page was launched in December 2023 to support employees to access HR and related corporate information and the outcomes of the employee surveys will be republished in due course.</p> <p>This Task will be carried forward to the new OD Strategy for completion.</p>	Carmen MacDonald
<p>1.6 To ensure Communication Plans are in place to support Transformational Change</p>	1.6 - Monitor the inclusion of Communication Plans in service transformation plans.	HR scrutiny of communication plans.	June 2019	Complete - included in Section 6: Communication and Consultation of the Transformational Change Strategic Plan September 2017.	Norma Skinner

2. FUTURE SKILLS

Aim	Action	Evaluation	Date	Up-date as at September 2024	Responsible Officer
2.1 To ensure training is targeted to meet employee need	2.1 - Learning and development courses will be driven from business unit training plans and statutory requirements.	Check against approved training plans	August 2019	Complete – The accreditation offered through the DPT is amended annually to meet the skills and accreditation needs of the local community. The Comhairle have gained an additional 8k in funding to support the upskilling and employment needs of the construction industry.	Dolina Smith
2.2 To launch e-learning platform to increase employee access to learning and development	2.2a - LearnPro e-learning platform to have courses uploaded.	Number of courses available	August 2019 - March 2020	Complete - There are 42 courses on LearnPro.	Dolina Smith
	2.2b - LearnPro to be available to employees through the intranet.	Accessible to employees Usage of the e-learning platform	August 2019 - March 2020	Complete - The courses are web/cloud based and available to all employees with internet access.	Dolina Smith
2.3 To develop a suite of expert tutorials to inform employees	2.3 - Schedule a programme of expert internal tutorials – e.g., Constitutional Documents, Procurement, HR, Budgets.	Attendance at tutorials	March 2021	In Progress – Sessions have taken place with DPT's to support HR processes. To ensure they have ongoing support training is being developed that can be delivered through LearnPro and a HR website that will be the main support for managers. This Task will be carried forward to the new OD Strategy for completion.	Dolina Smith
2.4 To use a variety of media platforms to engage employees	2.4 - Consider videoing learning courses and tutorials and placing online.	Pilot and feedback from tutors and employees participating in courses	March 2021	In Progress – Under Review and in development This Task will be carried forward to the new OD Strategy for completion.	Dolina Smith
2.5 To measure customer satisfaction with learning and development services	2.5 - Develop new customer service questionnaire.	Customer satisfaction responses	March 2020	Complete - A new on-line satisfaction survey was launched in February 2019 via SurveyMoz. This will be reviewed at least annually.	Norma Skinner

3. APPRENTICESHIPS

Aim	Action	Evaluation	Date	Up-date as at September 2024	Responsible Officer
3.1 To provide a comprehensive service to apprentices and businesses who employ them	3.1 - Deliver the apprenticeship strategy.	Delivery of the strategy	March 2022	Complete - Apprenticeship Strategy is in place and reviewed annually.	Dolina Smith
3.2 To ensure apprentices and businesses have positive experience of apprenticeships.	3.2 - Develop robust online customer satisfaction survey to measure apprenticeship satisfaction.	Satisfaction rates above 80%	March 2022	Complete - On-line satisfaction surveys via SurveyMoz are used and results are reviewed annually.	Dolina Smith
3.3 To ensure apprenticeship programmes deliver the qualifications required by businesses and apprentices.	3.3 - Measure apprenticeship progression rates.	Progression rates above 80%	March 2022	Complete - Reported quarterly through Interplan and annually to Skills Development Scotland (SDS) and other relevant bodies https://www.skillsdevelopmentscotland.co.uk/local-national-work/eilean-siar/	Dolina Smith
3.4 To quality assure all aspects of apprenticeships to satisfy audit requirements of funding and monitoring bodies such as SDS, SQA, ESF and the Scottish Government	3.4a - All files are complete, up to date and meet audit requirements.	Compliance with all audit requirements	March 2022	Complete - The service is audited annually.	Dolina Smith
	3.4b - Robust performance management and self-assessment in place.	Reporting and benchmarking demonstrate continuous improvement.		Complete - Performance is also monitored internally using Interplan.	Dolina Smith

4. PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE

Aim	Action	Evaluation	Date	Up-date as at September 2024	Responsible Officer
4.1 To ensure business planning in place that supports the delivery of the Corporate Strategy 2017-21	4.1a - Support the delivery and reporting of business plans for 2018-22 with a golden thread to the Corporate Strategy.	Business Plans in place linked to the Corporate Strategy and LOIP	March 2019	Complete - Support and guidance is provided to services on an on-going basis to ensure that business plans are linked to the Corporate Strategy and LOIP. Business Plans are reviewed annually and presented to the Comhairle in the Budget Folder and made available to the public on its website.	Fiona Knape
	4.1b - Gather outcomes from business plan action to enable Corporate Strategy outcome reporting.	Business Plans in place linked to the Corporate Strategy and LOIP	March 2021	Complete - Business Plans are reviewed annually and presented to the Comhairle in the Budget Folder and made available to the public on its website. Performance is monitored through the Comhairle's performance management system, Interplan and progress reports linked to the strategic priorities and strategic outcomes are published quarterly.	Fiona Knape
4.2 To report the Comhairle's performance periodically to inform the public	4.2a - Complete and publish the annual public performance report for the Comhairle in new benchmarking format.	Report published	March 2019	Complete – The annual PPR made available to the public within the Comhairle's performance webpages has been updated to include a "How do we compare?" section. It includes the performance measures where we are performing highest in our LGBF Family Groups and also where we have the lowest performance. Benchmarking data is also used in service progress reports and a suite of LGBF service prioritisation SPIs have been selected to support improvement.	Fiona Knape
	4.2b - Provide slide show of performance for display in public areas such as reception.	Slide show delivered	May 2019	Complete – Slide show running in reception area pre-covid.	Fiona Knape
4.3 To deliver a programme of continuous improvement for the Comhairle to improve	4.3a - Complete a programme of corporate self-assessment (PSIF) and	PSIF recommendations implemented	March 2019-22	Complete – The 2019-21 programme of self-assessments are complete and the PSIF recommendations reported to Comhairle in the	Fiona Knape

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delivery of its services and processes	implement key recommendations.			Continuous Improvement Action Plan for effective challenge and scrutiny until complete.	Fiona Knap
	4.3b - Monitor and report on outstanding audit and inspection recommendations.	Reports detailing outstanding actions completed for Committee		Complete - Outstanding Audit Actions are added to Interplan on an ongoing basis and the progress is reported to the public through service business plans and to the Comhairle in the Continuous Improvement Action Plan (CIAP) for effective challenge and scrutiny until complete.	
4.4 To support the implementation and maintenance of the Flexi time recording system	4.4 - Work with IT colleagues to support the implementation of the new flexi system which includes leave management.	Flexi and leave management system administered by OD	March 2022	Complete - A new electronic flexi System, Crown, is up and running with approx. 500 employees who were previously using Win Time. An annual flexi audit will be undertaken to monitor flexi time in terms of the Working Time Directive and reported to the Human Resources Sub Committee.	Norma Skinner
4.5 To monitor and manage Comhairle complaints	4.5a - Publish quarterly and annual reports on complaints handling.	Reports published	July 2019-22	Complete - Annual reports and quarterly monitoring reports are published online on the Have Your Say Complaints web page.	Norma Skinner
	4.5b - Participate in benchmarking work with family group.	Benchmarking data available and used to support improvement		Complete - Benchmarking established via Improvement Service and with service areas	Norma Skinner
	4.5c - Liaise with the Scottish Public Services Ombudsman (SPSO) as required to manage complaints effectively.	Complaints handled effectively with lessons learned incorporated into improvements		Complete – Complaint Handlers Network with SPSO representation established nationally. Also, clear links with SPSO to access advice as and when required.	Norma Skinner

5. EQUALITY AND DIVERSITY

Aim	Action	Evaluation	Date	Up-date as at September 2024	Responsible Officer
5.1 To ensure the Comhairle meets the Public Sector Equality Duty	5.1a - Publish a bi-annual report on progress with the Mainstreaming Report.	Report published	July 2019	Complete - Progress reported every 2 years and published on the Equality and Diversity Webpage	Carmen MacDonald
	5.1b - Provide an annual Equality Monitoring Report.			Complete - Progress reported annually and published on the Equality and Diversity Webpage	Carmen MacDonald
	5.1c - Support services with Equality Impact Assessments (EQIA) and the implementation of the Socio-economic Duty.			Complete - Support Provided for EQIA as and when required. Completed Integrated Impact Assessment are made available to the public on the Equality and Diversity Webpage	Carmen MacDonald
5.2 To have consistent and robust equality monitoring arrangements in place to undertake effective equality monitoring	5.2a - Ensure equality monitoring for consultations, feedback surveys within the Comhairle.	Equality report on engagement with consultations	July 2019	Complete - Equality monitoring form available as part of consultations.	Norma Skinner
	5.2b - Analyse findings of equality monitoring and use to promote continuous improvement.	Equality monitoring reporting		Complete – equality monitoring is now established practice.	Norma Skinner
5.3 To promote workplace equality	5.3a - Report on the equality findings of the 2018 Employee Survey.	Equality analysis within Employee Survey Report	March 2019 - March 2020	Complete - Equality analysis included within Employee Survey Report	Norma Skinner
	5.3b - Develop and deliver actions based on the 2018 Employee Survey.	Actions added to this plan		Complete - All services required to undertake their own action plans as variation in feedback dependent on service area	Norma Skinner
	5.3c - Promote the range of internal courses available when available through online platforms.	Online equality courses available and engagement with the courses		Complete – Annual Training Report details training available, employee participation rates and feedback.	Dolina Smith