

# Directorate / Service Improvement Plan

**1 April 2017 to 31 March 2018**

**HR & Customer Service  
Aberdeen City Council**

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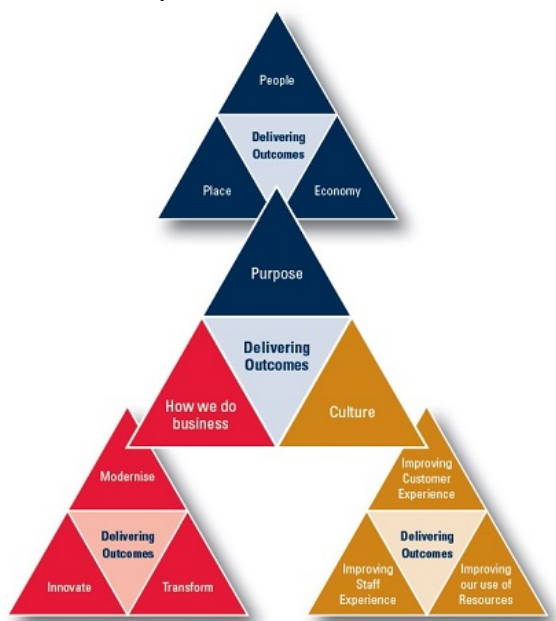
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# 1. Introduction and Service Description

## Shaping Aberdeen

The Council's Strategic Business Plan 2017/18 sets out an ambitious programme of change called "Shaping Aberdeen" and it has 3 parts:



### *Our purpose - What Our Business is*

To ensure the alignment of all Council strategies and plans to the LOIP's vision, as well as ensuring clear delivery plans for the Council's own set of strategies and priorities.

### *How we do business*

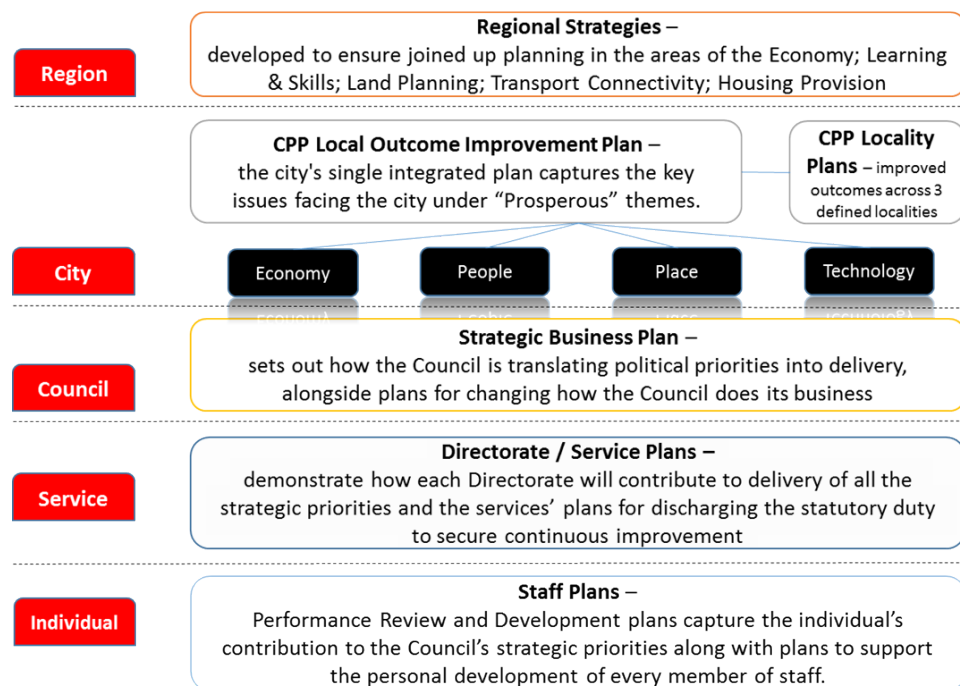
The modernisation and transformation of how we deliver our services through making best use of technology.

### *How we behave as an organisation (Culture)*

Capable, confident, engaged and positive *staff* who deliver excellent *customer* service and consciously make best use of our *resources*. An organisation that maintains its focus on its customers, its staff and how it uses the resources available to it.

## 1.1 Role of the Service Improvement Plan

1.1.1 The Council needs to operate across different planning levels from the North East region to individual localities whilst internally planning from the corporate level to individual members of staff. At a Service level the Service Improvement Plan contributes to the overall planning process by outlining how HR&CS will contribute to supporting the delivery of strategic priorities. Specifically, the HR&CS has a role in delivering improvement relating to **Customer Management, Workforce Change** and **Being Digital** as described in the Strategic Business Plan within Shaping Aberdeen – how we do business, **Tier 2 – Performance Improvement**. In addition, we will have a significant contribution to **improving customer experience** and **improving staff experience** programmes.



1.1.2 Our Service Improvement Plan has been developed through a review and understanding of the current and anticipated external and internal environment, including policies, legislation, technology, socio-demographics, society, demand, available resources, risks, opportunities and how we are modernising how we do business. A summary of all these influencing factors, split by the internal and external environment in which we operate, is provided below.

Internal environment	External environment
<ul style="list-style-type: none"> <li>• Demographics (e.g. age profiling, length of service, diversity in our workforce)</li> <li>• Turnover rates</li> <li>• Job characteristics (e.g. full-time/part-time, overtime hours)</li> <li>• Employment status (e.g. permanent, fixed term, casual)</li> <li>• Skills shortages</li> <li>• Recruitment and retention rates</li> <li>• Exit interviews</li> <li>• Workforce gaps, issues and risks</li> <li>• Workforce reduction exercise</li> <li>• Time taken to recruit</li> <li>• Salary costs</li> <li>• ‘Smarter working’ approach</li> <li>• Employee surveys (most notably our biennial employee opinion survey, pulse checks)</li> <li>• Internal customer service surveys</li> <li>• Retirement patterns</li> <li>• Promotion patterns</li> <li>• Workload patterns</li> <li>• Absence rates</li> <li>• Council’s transformational agenda</li> <li>• Being Digital Strategy</li> <li>• Activity Analysis Programme</li> </ul>	<ul style="list-style-type: none"> <li>• The local/national employment market</li> <li>• Who is competing for our workforce</li> <li>• External impacts on our organisation. For example               <ul style="list-style-type: none"> <li>- policy and legislative changes</li> <li>- local and regional development</li> <li>- changes in population demographics both now and in the future</li> </ul> </li> <li>• Expectations of different generations</li> <li>• External funding</li> <li>• Brexit</li> <li>• Digital connectivity of our customers</li> </ul>

- Developing our Customer Service Framework
- Improving access and quality to our services
- Developing our customer engagement and insight
- Digital Delivery
- Performance against key performance indicators
- Our Cultural Stocktake Programme inc. UGR's, EOS and CS Café feedback
- Aspirations for a Customer Management Centre approach
- Demand management

1.1.3 Our drive for improving what we do starts with the 'Study' phase of the improvement cycle. This is where we listen to customer feedback, measure our performance using key performance metrics and data and listen to those people involved in the process to identify waste and opportunities to improve the staff and customer experience as well as how we use resources.

We're doing this by routinely asking for feedback when we engage with customers by completing our customer satisfaction survey or complete a 'lessons learnt review when we deal with customer complaints. We also gain feedback from the biennial employee opinion survey, our Unwritten Ground Rules stock take, the CG internal customer feedback survey and ideas submitted via the IdeasHub. In addition, we regularly measure customer satisfaction rates, how many calls to the HRSC we resolve within 24 hours, the response times and abandoned call rates when contacting the Customer Contact Centre and Customer Service Centre, the number of fire risk assessments and job evaluation requests completed within specific timeframes as well as the time taken from unconditional job offer to issuing employment contract. We also look at the quality of our interactions with our customers too.

## 1.2 Overview of the Service

<b>HR Business Services</b>	<b>Health, Safety and Wellbeing</b>	<b>HR Shared Service Centre</b>
<ul style="list-style-type: none"> <li>• Aligned to the business objectives</li> <li>• Works in partnership with managers to find solutions to their people issues</li> <li>• Looks after the corporate employer responsibilities, HR Policy and Remuneration issues on behalf of the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Provides support, guidance, processes and practices in order to improve the health, safety and wellbeing of our employees</li> <li>• Provides a healthy, safe and supportive environment in which to work</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the 'transactional' part of the HR &amp; OD service and is the first point of contact for customers wishing to access HR &amp; OD services</li> <li>• Supports the recruitment process, the management of absence and leave and all aspects of the employee life cycle from starters, movers to leavers as well as supporting managers to support their people by providing advice on HR policies.</li> </ul>
<b>Organisational Development</b>	<b>Payroll</b>	<b>Accord Team</b>
<ul style="list-style-type: none"> <li>• Contributes to the Council's main objectives of improving service excellence and employee engagement, creating a culture of continuous improvement and alignment around shared goals, embedding transformational leadership</li> <li>• Builds capability and capacity to achieve all of this</li> </ul>	<ul style="list-style-type: none"> <li>• Processes and administers the salaries for all employees including councillors, and other organisations such as Bon Accord Care</li> <li>• Ensures that all statutory and legislative requirements are met</li> <li>• Provides staffing and other management information from the HR/Payroll system</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the Accord Card, The smartcard scheme delivers a range of local and national customer services such as primary and secondary school provision, meal provision at Very Sheltered Accommodation and Scotland Wide Free Bus Travel</li> </ul>
<b>Customer Service Development</b>	<b>Customer Service Operations</b>	<b>Customer Feedback Team</b>
<ul style="list-style-type: none"> <li>• Responsible for embedding a customer service ethos across the organisation thereby improving customer experience</li> <li>• The main focus is the 'Improving the Customer Experience' programme which seeks to improve the way customers interact with the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Supports customer queries ranging from housing benefits to environment health, roads and street lighting to parking permit.</li> <li>• Operates from multiple sites which provides better access for customers throughout the city &amp; has a 24/7 function too</li> </ul>	<ul style="list-style-type: none"> <li>• Deals with escalated queries from customers and councillors that need to be responded to by officers throughout the organisation</li> <li>• Co-ordinates responses and ensures that the customer is fully informed about the process and satisfied with their response</li> </ul>

## 2 SERVICE ASSESSMENT

### 2.1 PESTLE analysis

<b>Political</b> <ul style="list-style-type: none"><li>• A Plan for Scotland: The Scottish Governments Programme for Scotland 2016-2017</li><li>• Brexit Impact</li><li>• Scottish Local Government Partnership</li><li>• Council Tax increases inc Business Rates</li><li>• Develop good industrial relations partnerships</li><li>• Scotland Bill &amp; resulting political Implications</li><li>• Local Authority Election 2017</li><li>• Further Welfare reform</li><li>• Developing the Young Workforce programme</li><li>• Finance Act 2018 – impact on Employee Benefits</li><li>• Parliamentary Reform</li><li>• Budget Bill</li></ul>	<b>Economic</b> <ul style="list-style-type: none"><li>• Reduced central government funding</li><li>• Continued local Economy down turn</li><li>• Skills drain in local economy due to oil downturn</li><li>• Macro-economic impact of Brexit uncertainty prior to leaving the EU</li><li>• Economic impact of legislation e.g. Apprenticeship Levy, Non-standard working hours</li><li>• City Region Deal Fund</li><li>• Removal of Council Tax Freeze</li><li>• Community Choice Budgeting</li><li>• Devolution of Business Rates</li><li>• Household Budget Squeeze</li><li>• Universal Credit rollout from July 2018</li><li>• Impact of budget reductions on operations</li><li>• Agreement of pay claim for 2017/18</li></ul>
<b>Social</b> <ul style="list-style-type: none"><li>• Ageing population</li><li>• Universal Credit roll out – HR may be required to upskill jobs</li></ul>	<b>Technological</b> <ul style="list-style-type: none"><li>• Roll out of ‘<i>superfast</i>’ broadband</li></ul>



<p>to help maintain employee standard of living where cuts in benefits</p> <ul style="list-style-type: none"> <li>• Change in local demographics due to Brexit uncertainty &amp; increase in welfare requirements due to down turn in economy</li> <li>• Changes In customer behaviour due to digital capability</li> <li>• Increase in social intolerance due to Brexit polarisation</li> <li>• National Culture Strategy</li> <li>• Increase in Early Learning and Childcare provision</li> </ul>	<ul style="list-style-type: none"> <li>• Advances in digital services</li> <li>• Robotic Process Automation</li> <li>• The Internet of Things (connecting devices over the Internet)</li> <li>• Being Digital Strategy</li> <li>• Changes in customer behaviour</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Implementation of Community Empowerment Bill</li> <li>• Gender Balance on Public Boards legislation</li> <li>• The Important Public Services Regulations</li> <li>• Referendum Bill</li> <li>• Local Government Centralisations Bill</li> <li>• Community Empowerment Act Part 2</li> <li>• Climate Bill Change</li> <li>• Land Reform Act</li> <li>• Wider Employment Legislation and Case La</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Increased energy costs</li> <li>• Commitment to zero waste</li> <li>• Changes to Energy from Waste initiative</li> <li>• Climate change regulations</li> </ul>

## Summary of critical issues from the PESTLE analysis that will influence the plan

The PESTLE analysis highlights the significance and potential impact of the Brexit referendum and the uncertainty currently in the environment external to the Council. Specifically, the Brexit vote and the lead up to leaving the EU will be a time of considerable political and economic uncertainty that could have significant impact on the macro economic environment. While the Council does recruit from out with the UK, particularly for teaching, the prevalence of no-Uk employees in the organisation is still relatively low. As such, future considerations on where the Council can recruit from may only have an impact in a limited number of occupations.

With the local economic outlook still significantly influenced by the downturn in the energy sector, the impact of this could be mixed. While skills may leave the area this may be offset by a reduction in the cost of housing making the area more attractive to non-energy related workers who may have been dissuaded from moving to the area due to the cost of living.

The analysis also highlights the significance and potential impact of employment legislation (both UK and Scottish levels). Specific implications arising from e.g. Trade Union Bill, namely the potential of the implementation of the Important Public Services Regulations which will curtail the ability of trade unions to withdraw their labour in certain sectors, may significantly alter industrial relations with employee representative bodies.

The continued programme of UK government austerity with the resulting 'real terms' reduction in local government funding continues to have implications for Council staffing levels. HR&CS will work with colleagues in Finance in order to action plan in this area.

Our increased use of technology will drive a change to the way in we operate, and how our customers interact with us. We need to ensure our operating model is fluid, flexible and skilled to deliver services in a manner that exudes empathy, connects our services and systems and delivers exceptional results.

With local elections schedules for this year there may be a change in political administration with a potential change in priorities for the Council that will require to be reflected in service plans.

## 2.2 SWOT analysis (Strengths, Weaknesses, Opportunities & Threats for the service)

We have done a SWOT analysis to gain the ability to focus on our strengths, turn our weaknesses into strengths, better minimise our threats, and most importantly, take the greatest possible advantage of opportunities available to us.

### Strengths

- Settled Business Partner structure serving organisation well
- High levels of employee engagement within HR
- YourHR continues to deliver 24/7 online HR services for employees
- High Customer Satisfaction levels
- Flexible workforce aligned to Smarter Working ethos
- Low error rate in transactional processes
- Range of different access channels for customers to contact ACC
- Senior officer and member buy in to the customer and staff programmes
- Strong working relationships with other service areas re scope of Being Digital strategy
- Input from service areas has led to the development of the Corporate Customer Service Charter & Standards
- Availability of key metrics and performance data to drive effective business decisions
- Our RCC provides a critical 24/7/365 operation with a potential for growth

### Weaknesses

- Current HR/Payroll system (Pse) requires replacement by January 2020
- Reporting from Pse database uses MS Office software and is time consuming
- Potential for inconsistency in advice where managers seek multiple views
- Relatively high turnover of staff & high than normal absence within Customer Service Operations
- Differences in the standards of customer service across ACC
- Current recruitment, selection & induction process is too time consuming
- Culture and behaviour holds us back in certain areas ie lack of crucial accountability

### Opportunities

- Local economic downturn may offer recruitment opportunities to select from wider pool than normal
- Radical transformation of service delivery prompted by significant funding reduction
- The potential to deliver savings and improved service performance via the Being Digital strategy and new platform
- Delivery of an organisation-wide customer service ethos via the 'Improving the Customer Experience' programme and the introduction of the Customer Service Charter
- Development of Customer Feedback team gives opportunity to increase understanding of customer insight and their needs
- Development of Customer Experience Platform
- Use of external accreditation processes to leverage cultural transformation
- Income generation in areas like RCC and Accord
- Uptake of 'Smarter Working' ethos
- Internal helpdesks consolidated to create internal customer management function eg HRSC

### Threats

- Reduced funding likely to impact on staffing levels and therefore ability to provide service as is.
- Deterioration of Industrial Relations
- Potential increase in employee stress 'doing more for less'
- Issues with continued Adult Health and Social Care integration
- Failure to implement the Customer Experience Platform
- Resistance to aligning with the 'Improving the Customer Experience' programme
- Resistance to aligning with the 'Customer Service Charter' programme
- Staff originating from the EU may leave the Council
- Potentially reduced recruitment pool due to Brexit uncertainty and inability to attract non UK employees
- Grade drift of comparator jobs in Bon Accord Care leading to Equal Pay claims within ACC
- Potential loss of experience and knowledge if VR/ER applies

## Summary of critical success factors emerging from the SWOT

- Continued automation of HR processes to improve efficiency and transactional services accuracy
- Maintenance of high levels of employee engagement
- Continue gathering and analysing customer feedback to deliver true insight
- Identifying further opportunities for improved service delivery arising from Customer Service/HR merger
- Implementation of the 'Improving Customer Experience' programme
- Implementation of the first phase of the Digital Customer Experience Platform to enable migration of services and the drive for transformation
- Delivery of the 'Being The Best' vision to support the Operational Excellence Programme and the strand for Customer Management
- High levels of engagement for the alignment of the CS Charter & Standards within services
- Review of recruitment and Selection process to ensure it is fit for purpose in attracting
- Continue the programme of 'Growing your Own' employee's in HR to facilitate succession planning
- Consideration of replacement HR/Payroll system
- Development of further reporting from YourHR to reduce reliance on MS Office
- Open dialogue with Trade Union representatives to maintain positive industrial relations climate

### 3. Planned Improvements

#### 3.1 Aberdeen City Local Outcome Improvement Plan – Driver Diagram

An assessment of the themes and priorities from The Local Outcome Improvement Plan (LOIP) and the Strategic Business Plan has been undertaken in relation to our particular service. As HR&CS provides support to other Services responsible for delivering priorities within LOIP it is not possible to identify specific improvements under these themes. However, we will continue to provide the ongoing appropriate support necessary to fulfil the vision for Aberdeen City by ensuring the appropriate skills and people are in place. Therefore, whilst not having a direct role in the attainment of these improvements, HR&CS will support the relevant Services so that all people, families, businesses and communities do well, succeed and flourish in every aspect.

Our strategic priorities in relation to the Strategic Action Plan have been listed in the improvement plan diagram – section 1.2.3 and these include high level improvements which will have a positive impact on how the Council operates.

#### 3.2 Service Improvements - Driver Diagram

The information within the table below demonstrates how HR&CS will deliver on improvements in relation to *'how we do business'* and *'how we behave as an organisation'* as outlined in the Strategic Business Plan 2017-2018.

**Please note** that while a number of day to day improvements are currently underway, those included below will result in significant changes to and impact on customer experience, staff experience, the best use of resources and the vision, principles and work programmes contained within *'how we do business'* and *'how we behave as an organisation'*. While improvements identified through the internal feedback survey and the employee opinion survey are in progress many of these do not feature in the diagram below for the reasons stated above.

In addition, a separate Health, Safety and Wellbeing improvement plan is appended which details the expected HS&W improvement outcomes for HR&CS including the drivers, the measures and baselines. One overarching improvement *'A fundamental feeling of safety and wellbeing within HR&CS'* forms part of the driver diagram and encompasses the improvements outlined in the attached plan (see Appendix B).

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
<i>Shaping Aberdeen – How we do business. Tier 2 – Performance Improvement, Customer Management and Being Digital</i>	1.1 Increased digitisation and self-service while reducing demand on HR staff *	<ul style="list-style-type: none"> <li>- Provide a digital platform that is focussed on our customers and staff and staff and is driven by data. Enabled by good information and data management and anchored by a modern infrastructure</li> <li>- Reduced demand for direct customer contact through ability to transact and self-serve online</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure the information sought most often/regularly is available on the AskHR pages of the Zone to meet needs of the customer</li> <li>- Drive customers to information and support available on the Zone and YourHR by raising awareness through workshops, bulletins and introducing buttons within email signatures to specific areas of the Zone</li> <li>- Procure and implement a new HR/Payroll system</li> <li>- Removal of customisations will make upgrades more efficient reducing the requirement for IT support</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction of calls and emails volumes to AskHR query team</li> <li>- Increase in Customer satisfaction rates</li> </ul>	Average calls currently 118 per day as of April 2017  50% satisfaction rate as of May 2017	110	100	90	All teams within HR  Being Digital (Steven Smith), Payroll, HR	x	x	x

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			<ul style="list-style-type: none"> <li>- Transfer all applicable self-service functionality from YourHR to new system resulting in efficiency savings to HR</li> <li>- Incorporate external and internal processes making these more efficient and will reduce the duplication of information</li> </ul>									
<i>Shaping Aberdeen – How we behave as an organisation, Improving Staff Experience</i>	1.2 Better engagement across HR&CS	<ul style="list-style-type: none"> <li>- Staff feel trust to “get on and do a good job” – which is fundamental to having empowered, engaged and innovative workforce</li> <li>- Embed accountability for culture through the inclusion of</li> </ul>	Incorporating the actions that will make the most difference according to the results from the Employee Opinion Survey, this includes: <ul style="list-style-type: none"> <li>- better <b>communication</b> through Blogs, staff briefings/meetings, suggestions boxes etc so that staff are more able to ask</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in LEVI Engagement scores EOS 2018</li> <li>- Pulse checks scores</li> </ul>	47%	55%	60%	65%	SMT and all teams within HR&CS		x	



Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		<p>core objectives and managers' engagement scores as part of their PR&amp;D</p> <ul style="list-style-type: none"> <li>- Our future workforce will require to be smaller, more highly trained, more engaged and more flexible</li> <li>- Demonstrate we are listening to the voice of employees</li> <li>- Improve levels of trust and empowerment by increasing managers' skills and confidence in managing in an engaging way</li> </ul>	<p>questions, provide feedback and improvement ideas and tell us how we can improve engagement</p> <ul style="list-style-type: none"> <li>- SMT and Team Leaders being more <b>visible</b> around the office so that they are more approachable for guidance and assistance and show more interest in what staff are doing</li> <li>- more <b>recognition</b> of the contribution from staff so that staff feel more valued and energised (managers to receive guidance on various ways to do this)</li> <li>- in collaboration</li> </ul>									

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			with the corporate comms team, improve how we communicate organisational goals and objectives so that staff are better aware of these and know how they contribute to their achievement									
<i>Shaping Aberdeen – How we behave as an organisation, Improving Staff Experience</i>	1.3 Improved health, safety and wellbeing in HR&CS to encourage a positive health, safety and wellbeing culture within HR&CS	<ul style="list-style-type: none"> <li>- Promotion of health and wellbeing as an integrated value;</li> <li>- Creating the right management commitment and style;</li> <li>- Increasing employee involvement;</li> <li>- Identification, provision and increased attendance at the right training and to enhance competence;</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstration of visible, involved and engaged active leadership of health, safety and wellbeing at all levels;</li> <li>- Increased employee involvement in health, safety and wellbeing;</li> <li>- Health, safety and wellbeing messages reaching all employees;</li> <li>- Improved service delivery with reduced losses;</li> </ul>	<ul style="list-style-type: none"> <li>- Improved outcomes in employee opinion survey: <ul style="list-style-type: none"> <li>• Health, safety and wellbeing seen as a priority in the organisation;</li> <li>• Employees aware of their health and safety responsibilities;</li> </ul> </li> <li>- Inclusion of PR&amp;D health and safety objectives</li> </ul>	8.37  7.60  -	9.00  8.50  50%	9.50  9.50  75%	10.0  10.0  100%	SMT  SMT  SMT		x	

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
		<ul style="list-style-type: none"> <li>- Improving communication;</li> <li>- Ensuring compliance with procedures;</li> <li>- Promoting a positive health, safety and wellbeing culture;</li> <li>- Reduced number of incidents and occupational work related ill health in the workplace;</li> </ul>	<ul style="list-style-type: none"> <li>- Effective and suitable health and safety documentation: current, organised and relevant;</li> <li>- Improved service delivery with reduced losses;</li> </ul>	<p>(% of inclusion against required);</p> <ul style="list-style-type: none"> <li>- Increased participation levels of health, safety and wellbeing initiatives;</li> <li>- Production and compliance with Skills and Training matrix (evaluation on all job roles). Including mandatory training (corporate and job specific) and health surveillance;</li> <li>- Improved level of compliance with internal and external monitoring:               <ul style="list-style-type: none"> <li>• Audit (% of compliance)</li> <li>• Compliance monitoring (% of</li> </ul> </li> </ul>	<p>88%</p> <p>-</p> <p>45%</p> <p>100%</p>	<p>+10%</p> <p>50%</p> <p>80%</p> <p>100%</p>	<p>+10%</p> <p>75%</p> <p>90%</p> <p>100%</p>	<p>+10%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>SMT</p> <p>SMT</p> <p>SMT / All</p> <p>SMT / All</p>			

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
				<ul style="list-style-type: none"> <li>compliance)</li> <li>- Maintenance of employee incident rate (RIDDOR) per 1000 employees;</li> <li>- Decrease employee non-reportable under RIDDOR;</li> <li>- Increase the reporting of employee near miss incidents;</li> <li>- Reduce days lost to industrial injury or work related ill health: <ul style="list-style-type: none"> <li>• Number of employee absence;</li> </ul> </li> <li>- Total number of absence days;</li> </ul>	0	0	0	0	SMT /All			
					4	2	1	0	SMT /All			
					19	+10%	+10%	+10%	SMT /All			
					11	-10%	-10%	-10%	SMT /All			
					268	-10%	-10%	-10%	SMT / All			
<i>Shaping Aberdeen – How we behave as an organisation, Improving Staff Experience.</i>	1.4 Reduced absences and days lost per employee within HR&CS	- Making best use of existing resources	<ul style="list-style-type: none"> <li>- Apply maximising attendance guidelines across the organisations</li> <li>- Use of absence profiles &amp; trends inc cost of absence</li> <li>- Number of</li> </ul>	- Reduction in Monthly absence rates	7.6 yearly average total days by HR&CS employee	7.0	6.4	5.85	All managers	x	x	x

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
<i>How we do business – Tier 2 – Performance Management – Workforce Change</i>			<ul style="list-style-type: none"> <li>strategies aligned to the particular reasons for absence within HR&amp;CS</li> <li>- Proactive case management through HR BP teams</li> <li>- Monthly review meetings held between managers and HR BP.</li> </ul>		(Feb'16-Feb'17)							
<i>Shaping Aberdeen – How we do business. Tier 2 – Performance Improvement, Customer Management. Shaping Aberdeen – How we behave as an organisation, Improving Customer Experience</i>	1.5 An empowered <b>customer service culture</b> which is embedded across Customer Service teams & the wider organisation	<ul style="list-style-type: none"> <li>- If all employees are empowered to be 'customer focussed' we would see an organisation that is professional, accountable, consistent, resolution focussed and responsive to the needs of the customer</li> </ul>	<ul style="list-style-type: none"> <li>- Fully embed the Customer Service (CS) Charter and Standards across ACC</li> <li>- Continuation &amp; development of the CS cultural journey incorporating UGR's</li> <li>- Introduce a planned approach to delivery of training to the operational teams in CS</li> <li>- We will ensure a robust and consistent recruitment &amp;</li> </ul>	<ul style="list-style-type: none"> <li>- High levels of heard / understanding of the Charter and Standards</li> <li>- Reduction in non-positive UGR's</li> </ul> <p>Increased Customer Satisfaction (Staff Behaviours):</p> <ul style="list-style-type: none"> <li>- Customer Service</li> <li>- Corporate</li> </ul>	<p>61% in EOS Dec 16.</p> <p>60.8% (Oct 16)</p> <p>87.91% (16/17)</p> <p>87.59% (16/17)</p>	-	90%	-	Customer Service Development	x		

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			induction process is in place for Customer Service Operations (CSO)	- Attrition rates reduce in CS	Baseline tbd	-	-	-				
<i>Shaping Aberdeen – How we do business. Tier 2 – Performance Improvement, Customer Management. Shaping Aberdeen – How we behave as an organisation, Improving Customer Experience</i>	1.6 Improved customer experience through our <b>customer feedback</b> mechanisms	- Improve customer feedback capability to enable effective decision making at a senior level	<ul style="list-style-type: none"> <li>- Implementation of Voice of the Customer (VOTC) initiative and consolidation of all customer feedback activities to ensure is it handled and analysed consistently</li> <li>- Introduction of the Customer Experience Platform to automate tasks and enhance the quality of customer insight data available</li> <li>- Implementation of a more robust quality assurance framework.</li> </ul>	<p>Improved customer satisfaction (for overall service received):</p> <ul style="list-style-type: none"> <li>- Members Enquires</li> <li>- Corporate</li> </ul> <p>Improved customer rating of our overall handling of complaints (average and above)</p> <p>Increase in % responded to within corporate timescale:</p> <ul style="list-style-type: none"> <li>- Members Enquiries</li> <li>- MP/MSP Enquiries</li> </ul>	<p>83% Apr 16</p> <p>82.43% (16/17)</p> <p>51% (Apr 16 – Feb 17)</p> <p>70% (Sept 16)</p> <p>63% (Sept 16)</p>	<p>83%</p> <p>83%</p> <p>53%</p> <p>72%</p> <p>70%</p>	<p>85%</p> <p>84%</p> <p>60%</p> <p>77%</p> <p>75%</p>	<p>87%</p> <p>85%</p> <p>70%</p> <p>85%</p> <p>85%</p>	Customer Service Development	x		

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
				<ul style="list-style-type: none"> <li>- Complaints Stage 1</li> <li>- Complaints Stage 2</li> <li>- FOI</li> </ul> <p>Reduction in the % of complaints escalating from Stage 1 to Stage 2</p> <p>Reduction in Complaints received by SPSO</p>	66.9% (16/17)	68%	75%	80%				
					56% (16/17)	58%	65%	75%				
					91% (16/17)	93%	96%	100%				
					7% (16/17)	6%	5%	4%				
					80 (15/16)	80	70	60				
<i>Shaping Aberdeen – How we do business. Tier 2 – Performance Improvement, Customer Management. Shaping Aberdeen – How we behave as an</i>	1.7 Easier and quicker <b>access to services</b> for customers with a high performing set of response performances	- We can achieve this goal by improving our current service provision to ensure our customer facing services are accessible, efficient and delivered in the same way through a co-	- Development & implementation of the ‘Raising the Bar’ programme of works - Review of current Performance Management Framework protocols - A robust Demand Management process to be fully	<ul style="list-style-type: none"> <li>- Increase in % of customers seen in the Customer Service Centre (CSC) within Service Level.</li> <li>- Increase in number of calls answered in the Customer Contact Centre (CCC) within</li> </ul>	69.5% (16/17)	73%	78%	80%	Customer Service development and operational management team	x		
					63.8% (16/17)	68%	72%	74%				

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
<i>organisation, Improving Customer Experience</i>		<p>ordinated and joined up approach leading to improved experience, performance and satisfaction levels.</p> <ul style="list-style-type: none"> <li>- We will empower our staff by ensuring they have the appropriate skills, tools and knowledge to deliver quality services.</li> </ul>	implemented	<p>Service Level</p> <ul style="list-style-type: none"> <li>- Increased Customer satisfaction (Ease of Access) across CCC, CSC &amp; Customer Access Points</li> <li>- Reduction in avoidable contact</li> </ul>	<p>81.4% (16/17)</p> <p>16/17 Baseline tbd (est Q2)</p>	82%	84%	85%				
<i>Shaping Aberdeen – How we do business. Tier 2 – Performance Improvement, Customer Management. Shaping Aberdeen – How we behave as an organisation,</i>	1.8 More <b>digital</b> provision of council services	<ul style="list-style-type: none"> <li>- We can achieve this goal by implementing digital technologies which allow our customers to easily access information, complete transactions and receive updates on progress consistently</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of Phase 1 services into the Customer Experience Platform (CEP)</li> </ul>	<p>Increase in Customer Satisfaction (Overall online experience)</p> <p>Increase Digital Take Up (% of transactions completed on line v total transactions )</p> <p>Reduction in telephone take up</p>	<p>Baseline tbd (est Q3 17/18)</p> <p>Baseline tbd (est Q3 17/18)</p> <p>Baseline</p>	-	-	-	Customer Service Development	x		



Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
<i>Improving Customer Experience</i>		<p>across all contact methods. Staff will use the same digital technologies to access information and complete transactions on behalf of customers.</p> <ul style="list-style-type: none"> <li>- Digital technologies will enable us to link customer data and provide an accurate and single view of any one customer and the interactions they have with us. This will result in joined up, end to end service delivery across all customer access channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Extended network of payments kiosks</li> </ul>	<p>(% of transactions completed via the telephone v total transactions)</p> <p>Reduction in face to face take up (% of transactions completed face to face v total transactions)</p> <p>Efficiency saving to be determined.</p>	<p>tbd (est Q3 17/18)</p> <p>Baseline tbd (est Q3 17/18)</p> <p>Baseline tbd (est Q2 17/18)</p>	-	-	-				
<i>Tier 2 – Performance</i>	1.9 Increased proportion of	<ul style="list-style-type: none"> <li>- Delivery of ‘Being the Best’</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of the Operational</li> </ul>	Efficiency contributing to	N/A	N/A	N/A	N/A	Customer Service &	x		

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
<i>Improvement – Customer Management and Being Digital. Shaping Aberdeen – How we behave as an organisation, Improving Staff Experience</i>	customers who have an enhanced customer experience in their first contact with the Council via the <b>customer management centre</b> experience	<ul style="list-style-type: none"> <li>vision</li> <li>- Develop the corporate customer management centre</li> </ul>	<ul style="list-style-type: none"> <li>Excellence programme</li> <li>- Review the approach to our onboarding and service request process</li> </ul>	<ul style="list-style-type: none"> <li>overall Operational Excellence target.</li> <li>Improved customer satisfaction (for overall service received – corporately)</li> </ul>	82.43% (16/17)	83%	84%	85%	Operational Excellence Programme			
<i>Shaping Aberdeen – How we do business. Tier 1 – Improving the Stewardship of ACC</i>	1.10 Reduce governance failures	<ul style="list-style-type: none"> <li>- Reviewing and updating HR procedures and frameworks to support good governance</li> <li>- Ensuring robust development to provide people with the skills and knowledge to deliver good governance</li> </ul>	<ul style="list-style-type: none"> <li>- Review the Employee Code of Conduct</li> <li>- Draft a new Behavioural Framework which includes indicators of effective governance</li> <li>- Review partnership arrangements with the trades unions</li> <li>- Clarifying the Chief Officer Appointments Procedure</li> <li>- Implementation of Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction in incidences of non-compliance with Employee Code of Conduct and Behavioural Framework</li> <li>- Reduction in time lost through industrial disputes</li> <li>- Improved health and safety culture</li> </ul>	N/A          See 1.3	N/A          See 1.3	N/A          See 1.3	N/A          See 1.3	HR Team Managers	x	x	x

Strategic Action Plan	Improvement Outcome	Primary Change Activity	Secondary Change Activity	Measures	Baseline	17/18	18/19	19/20	Who will do it	Customer Experience	Staff Experience	Best Use of Resources
			Assurance Framework findings - Integrate behavioural safety into Organisational Development Programme - Working in collaboration with Legal & Democratic and Head of Service, Office of Chief Executive to introduction a new induction and training programme for new Members after May election - Working in collaboration with Legal & Democratic to deliver a Governance Training Programme	- High delegate satisfaction rates								

\*Improvement 1.1 is a direct result of feedback gathered from the CG Internal feedback survey 2016.

## 4 Resources Summary

### 4.1 Revenue Budget 2017/18

Corporate Governance	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000	Draft Budget 2017/18 £'000
Head of Human Resources, Organisational Development and Customer Services.	7,189,163	6,581,000	(608,163)	7,078,234
Head of Finance	6,306,144	6,215,090	(91,054)	6,993,443
Head of Finance - Housing Benefits	1,187,640	1,187,640	0	1,187,640
Head of IT and Transformation	9,509,331	9,062,932	(446,399)	9,392,936
Head of Legal and Democratic Services	1,548,607	1,322,494	(226,113)	1,433,565
Head of Commercial and Procurement Services	3,918,068	4,194,019	275,951	4,193,775
<b>Total</b>	<b>29,658,953</b>	<b>28,563,175</b>	<b>(1,095,778)</b>	<b>30,279,594</b>

Head of HR&CS	Budget 2016/ 17 £'000	Outturn 2016/ 17 £'000	Variance to 2016/17 Budget £'000
Staff Costs	7,504,523	7,679,000	174,477
Premises Costs	0	2,000	2,000
Administration Costs	733,226	520,000	(213,226)
Transport Costs	14,432	11,000	(4,432)
Supplies & Services	547,495	546,000	(1,495)
Commissioning Services	0	0	0
Other Grant-Reimburse-Contrib.	(331,429)	(453,000)	(121,571)
Recharges To Other Heads	(943,036)	(1,207,000)	(263,964)
Customer & Client Receipts	(28,608)	(28,000)	608
Other Income	(307,439)	(488,000)	(180,561)
<b>Total</b>	<b>7,189,163</b>	<b>6,581,000</b>	<b>(608,163)</b>

## 4.2 Capital requirements

From a **Customer Service** perspective

- The 'Being Digital' budget includes elements for the purchase and development of the Customer Experience Platform
- Any proposed layout changes to the Customer Service Centre may require capital funding

## 4.3 Asset Management

### **Asset Demand**

Taking into account previous sections describe the portfolio required to deliver the service now and in the future. At this stage it is not necessary to give the numbers of properties required but the types and overall size. e.g. The Council requires fit for purpose children's homes able to accommodate up to 40 children.

- **Customer Service.**
- Our operational services are carried out across a number of locations across the city. In addition, some customer services functions are carried out at other locations too eg Libraries, schools and leisure facilities for the Accord Card service

### **Current Asset Summary**

A detailed list of assets and key information can be supplied by Land & Property Assets on request. Summarise that list and identify any ongoing property projects (e.g. Capital projects).

- **Customer Service**
- Our current assets are –
- Customer Contact Centre – 2<sup>nd</sup> floor at Frederick Street
- Customer Service Centre at Ground Floor, Marischal College
- Customer Feedback team at the Town House
- Customer Access Points at Woodside, Mastrick, and Kincorth, with a presence at the Housing Office in Tillydrone.
- Accord and Customer Service Development team are also based at Marischal College

We are aware of projects for the new hubs at Tillydrone and Torry.

### **Gap Analysis**

Compare the current assets to the demand identified. What are the major weaknesses in the portfolio, are there gaps in provision, is there over provision, etc?

There is a requirement to ensure the new hubs have a customer service input into the design and spec eg video conferencing kits etc.

## 4.4 Workforce Planning

### Introduction

In order to deliver our business strategies and improvement plans we need a workforce that is “*capable, confident, skilled, motivated and engaged*”. Planning for how we will have a workforce that meets this profile is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with our vision and values. To successfully workforce plan, we need to forecast future gaps between demand and supply of critical talent, and have effective strategies and activities in place to bridge those gaps. It is a continuous process of shaping our workforce to ensure it is capable of delivering service and organisational objectives both now and in the future.

### Factors that influence our workforce planning

We recognise that the future shape of our workforce, and the many workforce challenges we face in terms of supply and demand, will be influenced by a range of internal and external factors and change themes (e.g. the external market and competition, political and legal changes, changing demographics, society and technological advances). For example, the impact of Brexit; impact on the local employment market of the falling oil price; the changing employment demands of the workforce; ageing population and reduced fertility rate; cuts in external funding with increased demand for services; and the need to modernise and transform how we do business (e.g. impact of our Being Digital Strategy). The rise of digital services (such as self-service, mobile applications and social media) is driving customer expectations around interactions, specifically how we provide services to them and how we engage with them. As such the services offered by the corporate customer contact channels (namely the Customer Service Centre, Customer Contact Centre and Customer Access Points) are evolving on an ongoing basis, as we introduce new services and migrate services to digital channels. These changes will result in fluctuations in service demand, requiring the resourcing model to be flexible, agile and responsive to meet customer requirements

### Focus on succession planning

The most effective way to meet these workforce challenges is to develop strong succession plans to help us attract people with the knowledge, skills and abilities we need, retain key employees, develop our existing teams and prepare suitable replacements internally through a variety of learning and development activities. Succession planning therefore underpins our workforce planning.

## How we will succession plan

Our plans for succession will:

- support **service continuity** when key people leave
- help us to **attract** people with the skills, qualifications, knowledge, abilities we need as well people with the right cultural/motivational fit
- demonstrates an understanding of the need to have the **right number and type** of people to achieve strategic plans
- help us to **retain key employees** and give our staff the future **skills** they'll need
- develops **career paths** for employees which will help us to recruit and retain high potential, top performing people
- prepare **suitable ready replacements** internally through a variety of learning and development activities
- give us a reputation as an employer that invests in its people and provides opportunities and support for advancement (making the Council an '**employer of choice**')

Our focus is on developing succession plans for key occupational groups within our workforce i.e. business critical, hard to fill posts. In the following sections, we have identified the occupations that fall into this category, the supply and demand issues these occupations face and the strategies, plans and activities that have been put in place to address these issues.

## Our business critical/hard to fill occupations

Service	Business critical/hard to fill occupations
Customer Service	Customer Service Adviser 1,2 and 3
HR	Health, Safety & Wellbeing Adviser HR Adviser



## Succession planning actions

### Customer Service Adviser 1, 2 and 3

What are the issues?	What we're experiencing	What are our plans?
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• Downturn in local oil and gas industry has increased number of applicants – however, high probability of losing staff due to any potential future upturn in industry</li> <li>• Reduction in performance against KPI's</li> <li>• Need to explore alternative ways to recruit the right people</li> </ul>	<ul style="list-style-type: none"> <li>• Using technology, assessment centre approaches and practical exercises more effectively</li> <li>• Potentially introducing a reserve pool of appointable candidates to speed up recruitment when future vacancies arise</li> <li>• Investigate the potential to use modern apprentices</li> </ul>
<b>Retention</b>	<ul style="list-style-type: none"> <li>• Employees tend to move on fairly quickly (often within the organisation)</li> <li>• Loss of experience and failure to manage demand and KPI performance</li> </ul>	<ul style="list-style-type: none"> <li>• Consider 'over recruiting' against establishment to maintain service delivery standards when people leave (NB may not be possible due to the Vacancy Management Procedure )</li> </ul>
<b>Future skills</b>	<ul style="list-style-type: none"> <li>• Services will continue to be added to Customer Service Centre (CSC) and Customer Contact Centre (CCC) remit/responsibilities as part of the Operational Excellence programme.</li> <li>• The introduction of the Customer Experience Platform will need a different type of CSA mindset in future</li> <li>• Transfer of service from reception to CSC</li> <li>• Losing valuable skills and knowledge as a result of high turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Multi skilling staff in the CSC &amp; CCC to enable more flexibility in service provision</li> <li>• Develop a 'mindset' training programme to deliver key messages</li> </ul>

### Health, Safety & Wellbeing Adviser

What are the issues?	What we're experiencing	What are our plans?
<b>Future skills</b>	<ul style="list-style-type: none"> <li>Increased focus on having skills and competence in audit, wellbeing and resilience</li> <li>Service expected to be more consultancy and assurance - based in next 5 years</li> <li>Changes in legislation and practice</li> </ul>	<ul style="list-style-type: none"> <li>Give staff opportunity to undertake NEBOSH Diploma</li> <li>Rotate Advisers around Directorates to build up wider skills and knowledge as well as working relationships</li> <li>Increased digitisation of HSW services and processes</li> <li>Equipping staff with management skills</li> </ul>
<b>Creating a Talent Pool</b>	<ul style="list-style-type: none"> <li>Future Advisers more likely to be recruited externally – no in-house talent pool</li> </ul>	<ul style="list-style-type: none"> <li>Above plans designed to meet this need</li> </ul>

### HR Adviser

What are the issues?	What we're experiencing	What are our plans?
<b>Retention</b>	<ul style="list-style-type: none"> <li>3 staff expected to retire within 3 to 5 years</li> <li>2 resignations within last year due to career development</li> </ul>	<ul style="list-style-type: none"> <li>Increase likelihood of retaining staff by offering tailored flexible working options</li> <li>Provide development opportunities</li> </ul>
<b>Future skills</b>	<ul style="list-style-type: none"> <li>Increased digitisation of HR services and processes</li> <li>Changes in legislation and practice</li> </ul>	
<b>Potential to advance</b>	<ul style="list-style-type: none"> <li>Sufficient high potential to advance to a higher level – however, no imminent opportunities within service</li> </ul>	<ul style="list-style-type: none"> <li>Continue to Grow Our Own – pool of young people based in the Service Centre interested in advancement to HR Adviser level</li> </ul>

## Investing in Young People

We recognise that recruiting and developing young people is a great way to shape our future workforce and can help tackle issues such as an ageing workforce, skills gaps and shortages, talent development, succession planning and customer insight.

In recognition of the progress we have made to date to recruit, retain and develop young people, Aberdeen City Council was very recently awarded Investors in Young People accreditation which will remain in place until 27 January 2020.

In collaboration with the Economic Development Service and Education and Children's Services, we are now at the stage of developing an action plan for improving how we invest in young people, based on the key areas for development and recommendations identified by Investors in People Scotland.

Within HR & Customer Service we will ensure that when we **attract, recruit/select, induct, retain, develop skills and capability, manage, reward, engage and exit** our workforce we take into account the needs of young people. This includes the following improvement actions

Investing in young people – our improvement actions
Promoting work-life balance with the ability to work 'on the move' and at home
Promoting the values of our organisation (recognising that ethics and morality is particularly important to today's younger generation)
Promoting opportunities to achieve a better 'work life balance' such as different ways of working and how we do business (e.g. flexible/smarter working)
Promoting our employee benefits, in particular salary sacrifice schemes, green schemes, discounts, purchasing additional annual leave
Improving how we engage with younger employees (for example, using methods that we know motivates a lot of young people such as regularly giving feedback to young people on how they're performing, managers mentoring rather than being a 'boss', creating a fun environment to work in, promoting the organisation as somewhere where they can 'make a difference' and where they have a voice)
Actively targeting young people when promoting and communicating career options (for example, ensuring our job profiles encourage rather than discourage younger applicants e.g. by emphasising the development and support that will be provided; by avoiding placing too much emphasis on the need for experience where it is not necessary; by avoiding overstating the status of the role)

Investigating the potential for the national local government recruitment portal to accept CVs in order to encourage younger applicants for our jobs

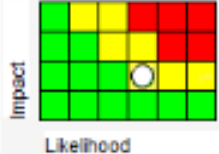
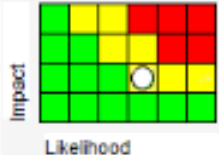
Increasing the number of school experience placements we take across the service

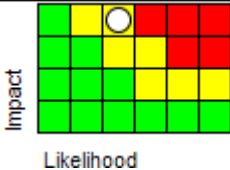
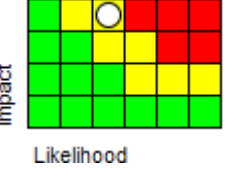
## 5. Assessment of Risks

This section will summarize the high level risks which could prevent the Service delivering its Service Improvement Plan. Please note this is a snapshot of risks, a full process of identifying and mitigating risks has been undertaken and a resulting risk register for HR&CS is in place. Diagram 1 on page 44 provides a summary of these risks.

The review of the system of risk management was conducted by an external consultant and reported in late 2016. There is now in place a project team and detailed project plan to deliver the agreed actions arising from the review. The output of the action plan is reported into the Performance Management Framework Review which is itself, informing the transformation process. The risk review includes a significant number of actions which will deliver improvement of the system. Of particular importance is the development of an assurance framework and the establishment of 'risk appetite' for the Council. The assurance framework will provide the Corporate Management Team and ultimately, the elected members, with the evidence they need to support the effectiveness of risk management activity across the Council. The risk appetite statement will provide officers with the guidance they need on the levels of risk the Council is prepared to take, in pursuit of the achievement of our priorities, so that projects can be taken forward effectively.

Service Delivery Area	Risk Category *	Risk Description	Risk Severity	Risk Owner	Controls & Mitigation
HR & Customer Service	Customer	Failure to have an alternative HR/Payroll System by Pse end of life in January 2020. Option appraisal, taking too long to progress. Implementation phase over-running. Not able to pay employees, who would suffer hardship and would most probably result in industrial action.	<p>Impact</p> <p>Likelihood</p>	E Sutherland/D Cheyne	All options for system to be considered. Best option for ACC to be chosen. ICT providing resource to do so. A project team to be set up to deal with. Approval given go ahead by Finance, Policy & Resources committee on 7 <sup>th</sup> December 2016. Need to ensure contract is extended to read/write from April 18. Ensure further contract can be achieved from April19.

		Reputational damage to A.C.C.			
HR & Customer Service - Payroll	Customer	Lack of Pse System. Employees would not be remunerated on time. Employees would not be paid correct amount. Reputational damage to A.C.C. System failure.		D Cheyne	<p>HR&amp;CS Business continuity plan in place. (If no access to systems use 2<sup>nd</sup> scenario 1<sup>st</sup> option on See the HR&amp;CS BCP – doc 3. C-Series_Disaster Recovery_'. (Use previous months bacs file)).</p> <p>Copies of BCP on memory stick her by senior payroll staff.</p> <p>Daily electronic back ups of all network files.</p> <p>IT have their own Disaster Recovery Plan.</p> <p>Business Continuity table top exercise carried out.</p> <p>If little time after system failure prioritise changes. If we are forewarned to expect a time of 'high risk' in terms of potential system failure, preparatory action (for Payroll, this would revolve around Payroll Processing Timetable, where at all possible) must be taken to minimise the affect on the Service and the public.</p> <p>IT to test own disaster recovery plan</p>
HR & Customer Service - Payroll	Customer	Failure of the Bacstel-IP software (C-Series). No software to run the Bacs process, therefore late salary payments to employees. A Payroll has ran for the month in question and Payroll have created a payments file, via the PSe Bacs process, ready to be processed but the C-Series server was unavailable.		D Cheyne	<p>HR&amp;CS Business continuity plan in place. (See the HR&amp;CS BCP – doc 3. C-Series_Disaster Recovery_'. (which includes the following), A internal disaster recovery server has been built to mirror the A.C.C. bacs templates held on the bacs server. The software vendor (Bottomline Technologies Inc) has a set of A.C.C. Bacs templates at their premises. Brightsolid currently undertake nightly backups and a 'cold backup' each weekend). Currently liaising with ICT re; a quarterly schedule for testing the Bacs templates held by the software vendor and on the disaster recovery server. Talks are in progress with Aberdeenshire Council who use the same software package, to instigate a reciprocal disaster recovery arrangement.</p>

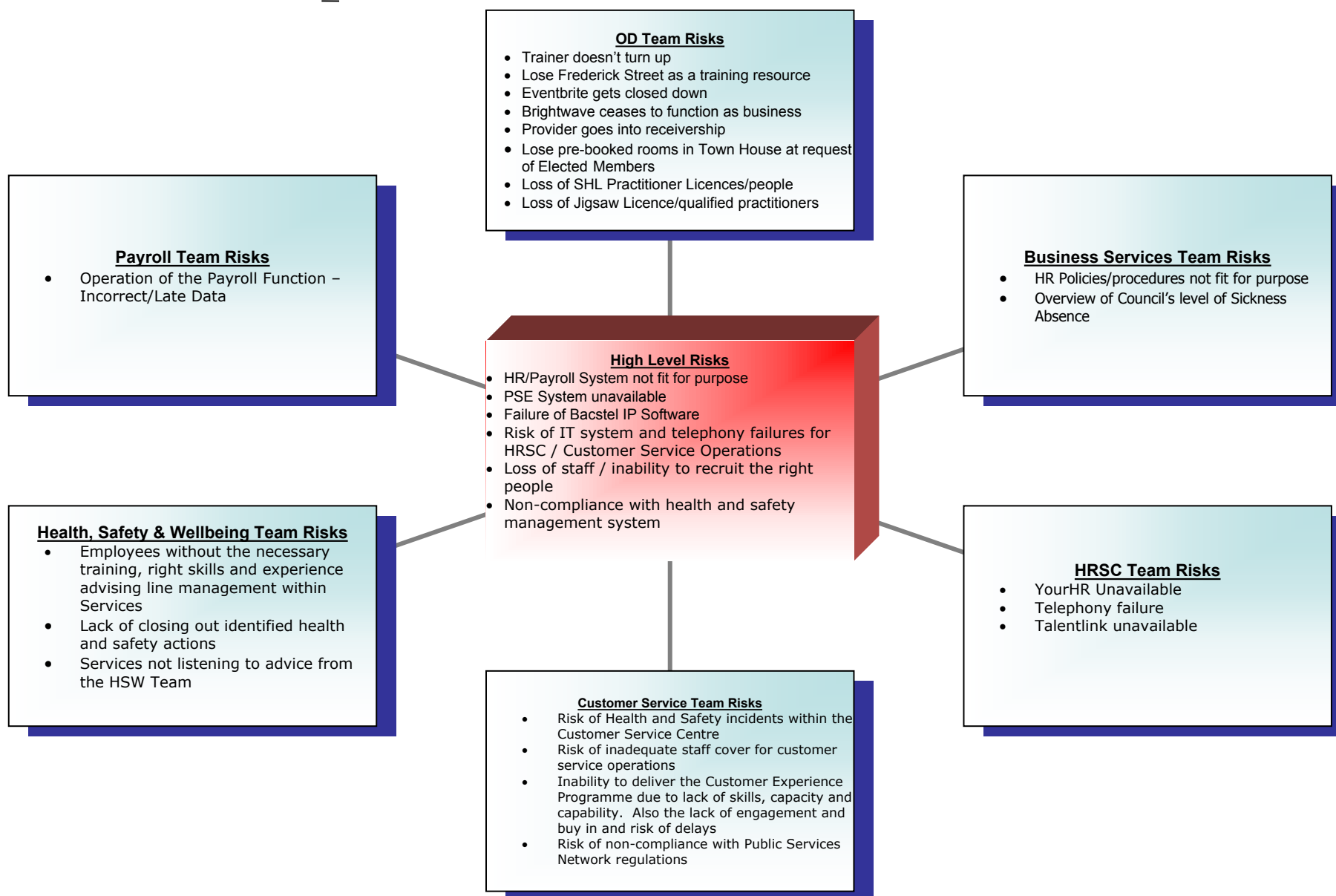
HR & CS – CS Operations	Customer	Risk of IT system & telephony failures for Customer Service Operations		J McKenzie	<ul style="list-style-type: none"> <li>• Business Continuity Plans developed for all customer service operations.</li> <li>• Manual processes developed for all critical services to support face to face service or ongoing telephony service routed alternative to Zeacom</li> <li>• Business Continuity Contract for the Regional Communications Centre.</li> <li>• Implementation of a Customer Service Staffing model (i.e generic job descriptions) to provide greater flexibility (i.e ability for some staff to provide support at alternative locations (Customer Service Centre and / or Customer Access Points) due to increased demand).</li> <li>• Virtualisation of Zeacom (software presence on multiple servers) involving a manual switch to enable continuing function of software</li> <li>• Implementation of Business Continuity Plans for all operations, tested periodically.</li> <li>• Detailed review and update of the Business Continuity Plans for the Customer Service Centre, Customer Contact Centre Customer Access Points and Regional Communication Centre</li> <li>• Define detailed action plan for reallocation of phone calls (switchboard and CCC) to alternative locations.</li> <li>• Scheduled checks of essential Business Continuity materials e.g. supply of manual forms and changes to manual processes</li> <li>• Define staffing model which identifies which staff are reallocated to which location.</li> <li>• Define manual process for manual switch of Zeacom (IT)</li> <li>• July 16 – Incident (weather related) caused the BCP at CCC to be invoked as generator kicked in – incident log raised in IT&amp;T</li> <li>• March 17 – As our ICT network is being transformed, there have been a couple of occasions where we have to invoke our BCP and this has worked well.</li> </ul>
HR & CS – Improving the Customer Experience Programme	Customer	Risk of lack of skills, capacity and capability to deliver the Customer Experience Programme (and specifically the digital delivery theme)		J McKenzie	<ul style="list-style-type: none"> <li>• Extensive engagement and bedding in of digital strategy through organisation to identify problems early on.</li> <li>• Development of digital training programme to raise staff skill levels and awareness of new techniques for service delivery.</li> <li>• Evaluation of staffing and skills requirements for implementation, with ability to request external</li> </ul>

					<p>support and consultancy as required.</p> <ul style="list-style-type: none"> <li>Initially assigning individuals responsibility for co-ordinating the programme and creating a culture change to ensure this part of everyone's role</li> <li>Developing a clear and coherent digital strategy with a defined approach to customer experience</li> <li>Engaging with customers to understand their priorities and then allocate resource based on the highest value activities first.</li> <li>Effective implementation of workforce plan.</li> <li>Undertake skills transfer throughout the programme to support future projects / business as usual.</li> <li>July 16 – KC maternity leave covered and Cathy Lewis to start 1/8/16</li> <li>July 16- Digital hub concept being developed</li> <li>July 16 – Use of external company to support development of mindsets</li> <li>July 16 – Risk around lack of comms dedicated time</li> <li>Dec 16 – Business Case for back fill requirements for CS CEP project issued for consultation</li> <li>Mar 17 – Currently a high risk due to delays in recruiting the right people to our available posts</li> </ul>
HR & CS – Customer Service Operations	Systems	Risk of non-compliance with Public Services Network Regulations for key Customer Service Systems, particularly Lagan CRM System.		J McKenzie / S Massey (IT&T)	<ul style="list-style-type: none"> <li>Procurement &amp; implementation of Customer Experience Platform to replace existing CRM System (May 17 - implementation underway)</li> <li>No further developments being carried out within existing system</li> <li>Business continuity plans in place to support service delivery in event of CRM system being unavailable</li> <li>Implementation of the Customer Experience Platform to focus on Services currently delivered within existing CRM.</li> </ul>
HR&CS – Health, Safety and Wellbeing	Customer	<ul style="list-style-type: none"> <li>Fatality or serious injury to employee or member of the public</li> <li>Corporate Health and Safety Policy breached</li> <li>Increase costs due to absence levels and agency costs</li> <li>Prosecution for failings (criminal)</li> <li>Compensation</li> </ul>		E Sutherland/ Mary Agnew	<ul style="list-style-type: none"> <li>Ensure all incidents competently investigated</li> <li>Embed regular review of risk assessments</li> <li>Ensure electronic reporting consistently used</li> <li>Implementation of HSW Improvement Plan</li> <li>Performance indicators used to measure implementation of improvement plan actions</li> <li>Create a culture of H&amp;S competence throughout workforce</li> <li>Establish management assurance of control of risk;</li> <li>Identify exact H &amp; S training needs for every employee from job profiles;</li> <li>Develop and implement electronic management system to ensure identified actions closed off;</li> </ul>

		claims (civil) <ul style="list-style-type: none"><li>• Enforcement action<ul style="list-style-type: none"><li>- cost recovery of regulator time</li></ul></li><li>• Poor service delivery due to high absence levels</li><li>• Reputational damage</li></ul>			
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## Diagram 1 – High Level and Team Level Risks HR&CS



## Appendix A

### Health and Safety Improvement Action Plans

What we are trying to accomplish	How we will know that change is an improvement	The changes we will make that will result in improvements
<p><i>A strong, positive health, safety and wellbeing culture within HR&amp;CS</i></p> <p><b>Improve staff experience</b></p>	<ul style="list-style-type: none"> <li>• Visible, involved and engaged active leadership of health, safety and wellbeing in all levels</li> <li>• Increased employee involvement (participation and ownership of health and safety problems and solutions)</li> <li>• Trust between employees and management</li> <li>• Competent workforce e.g. necessary skills, training and experience</li> <li>• Health, safety and wellbeing messages reaching all employees</li> <li>• Improved service delivery with reduced losses</li> <li>• Unsafe health and safety challenged by all</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment, engagement and support by senior management;</li> <li>• Encourage active health, safety and wellbeing discussion and promotion;</li> <li>• Identification and reinforcement of a safe and healthy working environment;</li> <li>• Management assurance (proactive and reactive) arrangements to check compliance;</li> <li>• Confirm actions closed out within a set timeline;</li> <li>• Use of skills and training matrices. Identification of mandatory health and safety training (corporate and job specific);</li> <li>• Improved communication links that support everything that we do;</li> </ul>
<p><i>Improved health, safety and wellbeing of employees and service delivery</i></p> <p><b>Improve staff experience</b></p>	<ul style="list-style-type: none"> <li>• Improved health and safety management and performance</li> <li>• Legal compliance within identified specific health and safety risks</li> <li>• A sensible, proportionate and practical approach to the management of risk</li> <li>• Clear known roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Audit and review identified “top” health and safety risks;</li> <li>• Act on identified actions relating to control, communication, co-operation, competence, planning and implementation;</li> <li>• Application of corporate health and safety procedures;</li> </ul>

## Appendix B – HR&CS Health, Safety and Wellbeing Improvement Plan 2017-2018

	Change / activity	Measure / metric (KPI)	Baseline	17/18	18/19	19/20	Who will do it?	Customer Experience	Staff Experience	Best use of resources
1. Creation of a strong positive health and safety culture	i. Promotion of health, safety and wellbeing as an integrated value;	- Improved outcomes in employee opinion survey:						X	X	X
	ii. Creation of the right management commitment and style. Demonstration of strong, visible, involved and engaged active leadership of health, safety and wellbeing at all levels;	<ul style="list-style-type: none"> <li>Health, safety and wellbeing seen as a priority in the organisation;</li> <li>Employees aware of their health and safety responsibilities;</li> </ul>	8.37	9.00	9.50	10.0	SMT			
		- Inclusion of PR&D health and safety objectives (% of inclusion against required);	7.60	8.50	9.50	10.0	SMT			
	iii. Increased employee and TU involvement in health, safety and wellbeing;	- Increased participation levels of health, safety and wellbeing initiatives (3167 out of 3612 spaces);	-	50%	75%	100%	SMT			
	iv. Identification, provision and increased attendance at the right training and to enhance competence;	- Production and compliance with Skills and Training matrix (evaluation on all job roles / number). Including mandatory training (corporate and job specific) and health	88%	+10%	+10%	+10%	SMT			
v. Health, safety and wellbeing messages reaching all employees;		-	50%	75%	100%	SMT				

		<p>surveillance;</p> <p>- Appropriate levels of unannounced site visits and checks across all level of management to improve visibility, engagement and health and safety leadership:</p> <ul style="list-style-type: none"> <li>• site visit and conversation with one action taken to completion;</li> <li>• H&amp;S task checks with final quality check;</li> </ul> <p>- Monitor and confirm identified actions closed out within set timeline to improve compliance and prevent reoccurrence:</p> <ul style="list-style-type: none"> <li>• Reporting to SMT;</li> <li>• Reporting to DHSC;</li> <li>• Discuss actions from HSC;</li> </ul> <p>- Increased evidence of employees and TU's being involved in work related health and safety issues eg risk assessment:</p> <ul style="list-style-type: none"> <li>• Workplace, HS meetings;</li> </ul>	<p>1 per month</p> <p>4 per annum</p> <p>Monthly</p> <p>Quarterly</p> <p>Quarterly</p> <p>4</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>HoS</p> <p>3<sup>rd</sup>Tier Mgr</p> <p>DHSC</p> <p>DHSCo</p> <p>SMT</p> <p>CSC Mgrs</p>			
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	vi. Ensuring compliance with procedures. Effective and suitable health and safety documentation: current, organised and relevant;	<ul style="list-style-type: none"> <li>- Improved level of compliance with internal and external monitoring:               <ul style="list-style-type: none"> <li>• Audit (% of compliance);</li> <li>• Compliance monitoring (% of compliance);</li> </ul> </li> </ul>	45%	80%	90%	100%	SMT / All			
	vii. Improved service delivery with reduced losses. Reduced number of incidents an occupational work related ill health in the workplace;	<ul style="list-style-type: none"> <li>• Audit (% of compliance);</li> <li>• Compliance monitoring (% of compliance);</li> </ul>	100%	100%	100%	100%	SMT / All			
		<ul style="list-style-type: none"> <li>- Maintenance of employee incident rate (RIDDOR) per 1000 employees;</li> </ul>	0	0	0	0	SMT / All			
		<ul style="list-style-type: none"> <li>- Decrease employee non-reportable under RIDDOR;</li> </ul>	4	2	1	0	SMT / All			
		<ul style="list-style-type: none"> <li>- Increase the reporting of employee near miss incidents:</li> </ul>	19	+10%	+10%	+10%	SMT / All			
		<ul style="list-style-type: none"> <li>- Reduce days lost to industrial injury or work related ill health:               <ul style="list-style-type: none"> <li>• Number of employee absence;</li> </ul> </li> </ul>	11	-10%	-10%	-10%	SMT / All			

		<ul style="list-style-type: none"> <li>Total number of absence days;</li> </ul> <p>268</p> <ul style="list-style-type: none"> <li>Improved identification of risk and work related controls;</li> </ul> <p>100%</p> <ul style="list-style-type: none"> <li>Increased number of investigation records completed by line management for all incidents, near misses cases of work related ill health;</li> </ul> <p>-</p> <ul style="list-style-type: none"> <li>reports input into YourHR within 10 days;</li> </ul> <p>100%</p> <ul style="list-style-type: none"> <li>trends (causes, remedial actions discussed at SMT and health and safety committees) and acting on lessons learned;</li> </ul> <p>-</p>	268	-10%	-10%	-10%	SMT / All			
			100%	100%	100%	100%	3 <sup>rd</sup> Tier Mgr			
			-	100%	100%	100%	3 <sup>rd</sup> Tier Mgrs			
			-	100%	100%	100%	3 <sup>rd</sup> Tier Mgrs			
			-	100%	100%	100%	SMT			
2. Improved security and safety of employees	i. Develop and adopt standardised approach across all ACC workplaces;	- Develop and improved adherence to local and corporate procedures;	-	75%	85%	100%	DMI	x	X	X
	ii. Review security guard provision within CSC;	- Test arrangements;	6 mthly	100%	100%	100%	SMT			
		- Compare incidents and employee confidence in review process;	-	100%	100%	100%	CSC Mgr			

3. Less violence and aggression related incidents and cases of ill health	i. Provision and use of valid Early Warning Marker system. Inclusion in customer platform database;	- evidence of Service use prior to visit (spot check 10%); - Compare training attendance against actual completion using Skills and Training matrix;	-	100%	100%	100%	3 <sup>rd</sup> Tier Mgrs	x	X	X
	ii. Identification of related awareness in skills and training matrix eg De-escalation, Mental Health awareness;		-	100%	100%	100%	3 <sup>rd</sup> Tier Mgrs			
4. Creation of a positive mental healthy workplace to support and improve employees health and wellbeing	i. Improved management of stress to employees health and wellbeing;	- Increased completion of Quality of Working Lives (QWL's) stress risk assessments;	-	75%	100%	100%	3 <sup>rd</sup> Tier Mgrs	X	X	X
	ii. Identification of employee stressors and remedial actions to manage and support employees in the workplace. Application of Stress Procedure;	- More HSE Standards questionnaires completed and included as part of PR&D / Line managers;	-	50%	75%	100%	3 <sup>rd</sup> Tier Mgrs			
	iii. Upskill employees to improve organisations culture to further support mental health in the workplace and community;	- Compare attendance with Skills and Training matrix;	-	50%	75%	100%	3 <sup>rd</sup> Tier Mgrs			
	iv. Identify and completion of stress and resilience awareness;									
5. Improved lone working arrangements to ensure employees safety	i. Implementation of robust lone working arrangements to reduce the risk to employees and ensure their safety;	- Improved account for employees location eg calendar / white board, notification of arrival / departure; - Increase in suitable	-	100%	100%	100%	SMT	x	X	X
			-	100%	100%	100%	SMT			

		emergency arrangements in place in workplaces (offices) and external on-site visits / meetings;								
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