

THE HIGHLAND COUNCIL

Resources Committee 24 August 2016

Agenda Item	20
Report No	RES/58/16

Corporate Development Service Plan 2016/17

Report by the Depute Chief Executive/Director Corporate Development

Summary

The proposed service plan for the Corporate Development Service outlines how the Service will lead and support commitments which will deliver 'Highland First', the Programme of the Highland Council, and service priorities which support the Council in the delivery of change and transformation and progressing Localism. Members are asked to consider and approve the Plan.

1. Background

- 1.1 The proposed Service Plan for the Corporate Development Service outlines the enabling actions and key performance results which will deliver the commitments of 'Highland First' and the Council's Corporate Plan for 2012-17. The Plan provides an update for the period 2016/17 and once approved will be a public document and published on the Council's website.
- 1.2 The Plan is also an opportunity to explain how the Corporate Development Service operates and its vision, mission and service priorities, which aim to set out how Corporate Development will fulfil its purpose of driving change and transformation across the Council whilst continuing to provide strong professional support to all services and Members.
- 1.3 In April 2016 the Ward Management Team moved into Corporate Development, for an interim period, and the Plan now also includes priorities to progress the Council's commitment to Localism.

2. Approach

- 2.1 The Service Plan (Appendix 1) sets out the functions performed by the service, the resources available in terms of staff and budget as well as describing the objectives to be met. This takes account of the:

Service's Vision:

'To be the centre of excellence for the corporate development of Highland Council by driving and facilitating change and transformation, encouraging innovation and supporting the delivery of continuously improving public services.'

Service's Mission:

- To create an environment of empowerment and involvement which inspires and maximises the contribution of employees
- To work in partnership and collaboration with managers and their teams, trade unions, partners and other stakeholders to deliver excellent public services.

2.2 The Corporate Development Service brings together the services which support and deliver business change and transformation and Localism – Digital Transformation (ICT Services & Customer Services), People and Transformation, Corporate Governance and Ward Management.

2.3 There have been changes to the structure to accommodate the reduction in senior managers arising from the reduction in revenue budget and departures arising from the voluntary redundancy scheme. This resulted in the management of People & Performance and the Corporate Transformation Programme being brought together under a new Head of People & Transformation. At this time the Performance Team also moved into Finance. The Trading Standards Service has also moved in Corporate Governance, aligning the service with other regulatory functions such as licensing.

2.4 The Service Plan describes the priorities to be delivered:

- 'Highland First'
- The Single Outcome Agreement
- Service priorities including statutory and core business
- The requirements of external scrutiny by regulators (e.g. Best Value audit and compliance with the Code of Corporate Governance)
- The improvement points arising from the Public Performance Survey in 2015
- Corporate and Service risks identified which require enhanced management action.

2.5 For each objective set there are performance measures identified and a description of the actions to ensure delivery. Lead officers are assigned to each objective. These will be reflected in team operating plans and cascaded through personal development plans for all staff.

2.6 The service plan will be amended should the Council agree changes to either the Council Programme or the Corporate Plan. Any changes approved by Council will be made in the electronic performance and risk management system (PRMS). These will be integrated into subsequent annual service plan reviews.

3. Monitoring and Performance Reporting

3.1 Progress against the actions is monitored quarterly through Quarterly Performance Reviews (QPRs). Service plans provide information on the delivery of the Corporate Plan and progress will therefore also be reported to Council through the Council's Annual Performance Review each Autumn cycle.

3.2 In addition to the delivery of the Corporate Plan the service plan also sets out each year the operational priorities of the Service. Achievements in 2015/16 include:

- Completion of Customer Service Review which re-configured the Service Point Network and developed partnership delivery, with Highlife Highland, through new Service Access Points in libraries;
- Successful progress of the ICT Re-Provision Programme, which is now reaching its conclusion, putting in place new arrangements for the delivery of ICT Services across the Council and in schools;
- Successful management of a significant Voluntary Redundancy Scheme which enabled the Council to manage a reduction in the workforce to support a reduction in its revenue budget;
- Progress in the delivery of year one of the Transformation Savings Programme to deliver savings and achieve service improvement, including

generating income through increased commercialisation;

- Progress in the delivery of the Digital First Programme which has increased the number of digital services offered by the Council and increased uptake by customers.
- Continue to successfully support major Council projects such as the Inverness West Link Road and new schools and housing development;
- Delivery of refurbishment work at Inverness Town House and Kinguissie Court House.
- Successful delivery of the Scottish Parliamentary Elections and EU Referendum process across the Highlands.
- Continued to promote health, safety and well-being of employees through training Safety for Senior Executives and the introduction of a Mentally Healthy Toolkit.
- Successfully supported changes to service delivery requirements including service restructurings, TUPE transfers and redeployments to avoid compulsory redundancies.

3.3 The service plan will be reviewed and amended annually and brought back to Committee for consideration each year.

4. Equalities and Strategic Environmental Assessments

4.1 The plan has been the subject of an initial screening for Equality Impact Assessment (EQIA) which has been submitted to the corporate policy team as part of corporate monitoring systems for Equalities Legislation. The result of the screening assesses that a full EQIA is not required for the service plan. However policy, strategy and plans linked to the delivery of service plan commitments will be screened to assess their impact.

4.2 The service plan has been screened in relation to the Council's statutory duty for Strategic Environmental Assessments (SEA) and a copy of the assessment has been submitted to the corporate policy team for monitoring purposes. The plan is fully aligned with the Corporate Plan and no further action is required.

5. Implications

5.1 **Resource and risk:** As a description of current and planned activity there are no new resource implications arising from this report and the plan is aligned to the Council's resources. Audit Scotland produces an annual Assurance and Improvement Plan for the Council which assesses, with other scrutiny bodies, the risk of non-achievement of Council commitments. This includes a review of the progress made against the performance framework.

5.2 **Legal:** Includes the need to meet statutory requirements for public performance reporting. Service plans set out the planned objectives and measures which together form the framework for annual public performance reporting. The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve and this is set out in the service plan which also reflects the Council Programme and performance framework.

- 5.3 **Equality, climate change/Carbon Clever and rurality:** The service plan sets out specific actions and responsibilities it leads on in supporting delivery of the Fairer Highland Plan and the general and specific duties of the Equality Act (2010). The Service also contributes to corporate climate change and carbon clever targets and new projects and policies are screened for impact on rurality.
- 5.4 **Gaelic:** While the Service does not lead on any Corporate commitment for Gaelic relevant to this service plan. The Service contributes to corporate work in relation to the delivery of the Gaelic Language Plan and meeting of corporate standards in the use of Gaelic in key documents and publications.

6. Recommendation

6.1 Members are asked to consider and approve the proposed Service Plan for 2016/17.

Designation: Depute Chief Executive/Director Corporate Development

Author:

Date: 15.08.16



Corporate Development Service
Seirbheis an Leasachaidh Chorporra

Service Plan
Plana Seirbheis

The Highland Council
Comhairle na Gàidhealtachd
2016 – 2017

Updated for 2016/17
Air ùrachadh airson 2016/17

Contents

Clàr-innse

	Page <i>Duilleag</i>
1. Purpose, Time Frame and how it will be monitored <i>Adhbhar, Frèam-ama is mar a thèid a sgrùdadh</i>	3
2. Structure, Main Functions and Overview of Financial Resources <i>Structair is Prìomh Dhreuchdan agus Teachd-a-steach Buntainneach is Buidseat Calpa</i>	4
3. Resources <i>Stòrasan</i>	6
4. The Programme of the Highland Council, Additional Business Requirements and Priorities <i>Prògram Comhairle na Gàidhealtachd, Feumalachdan is Prìomhachasan Gnothachais Eile</i>	9
5. Risks <i>Cunnartan</i>	10
6. Service Priorities <i>Amasan Leasachaidh na Seirbheis</i>	11
Appendix 1 – Organisational Structure <i>Pàipear-taice 1 – Structair Eagarachail</i>	17

1. Purpose, Time Frame and how it will be monitored

Adhbhar, Frèam-ama is mar a thèid a sgrùdadh

- 1.1 This Service Plan is a strategic document which outlines how the Corporate Development Service will contribute to the delivery of the commitments of the Highland First Programme, for which the Service has a lead, and details the service priorities. In addition the plan also details key actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2016-17 and is supported by a series of specific operational and project plans, where appropriate.
- 1.2 It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, current service issues and priorities, and the main risk factors identified in relation to these matters.
- 1.3 The plan is an active document and will be subject to review on an annual basis with reports being submitted to the Resources Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Corporate Development Quarterly Performance Review of the Service undertaken by the Chief Executive. The plan is implemented by senior managers and staff across the service and with internal and external partners, where appropriate.
- 1.4 The Service Plan will be formally updated annually taking into account internal and external influences and actions arising from monitoring activity throughout the year including the development of the Scottish Government's requirements surrounding the Single Outcome Agreement.
- 1.5 The plan will be useful to many people including:
 - Managers and Staff;
 - Customers;
 - Elected members;
 - Other Council Services;
 - All partners or potential partners.

2. Structure and Main Functions and Overview of Financial Resources

Structair is Prìomh Dhreuchdan agus Teachd-a-steach Buntainneach is Buidseat Calpa

- 2.1 The Corporate Development Service was established in April 2014, following the approval of a new Service Structure by Highland Council. The service was further re-structured as a result of the Revenue Budget, agreed by Council in February 2016, and the recent voluntary redundancy scheme. The Corporate Development Service now includes - Digital Transformation, People & Transformation and Corporate Governance (see organisational chart in Appendix 1). Trading Standards is now part of the Corporate Governance Service and, on an interim basis, Ward Management is also part of Corporate Development.
- 2.2 The Service's Vision, Mission and Priorities set out how the service will fulfil its purpose of driving change and transformation across the Council whilst continuing to provide strong professional support to all Services and Members to ensure the proper delivery of the commitments in the Council Programme and the delivery of the Council's ambitious change agenda which will transform the organisation, improve service delivery and outcomes for our customers and enable us to become a more efficient organisation.
- 2.3 Vision - to be the centre of excellence for the corporate development of Highland Council by driving and facilitating change and transformation, encouraging innovation and supporting the delivery of continuously improving public services.
- 2.4 Mission
- To create an environment of **empowerment and involvement** which inspires and maximises the contribution of employees
 - To work in **partnership and collaboration** with managers and their teams, trade unions, partners and other stakeholders to deliver excellent public services
- 2.5 Corporate Development
- The Corporate Development Service is the driver of change across the organisation and to achieve this brings together the services which will deliver and support business change and transformation - ICT, Customer Services, People, Corporate Governance and Corporate Improvement – and will create the capacity to enable the Council to respond effectively to future challenges.



2.6 Service Priorities

- Leading the delivery of the Transformation and Savings Programme
- Transformation of ICT service delivery through ICT Re-provision and transition to the Scottish Wide Area Network (SWAN) to ensure that ICT enables transformation and efficient service delivery
- Driving forward the move to a Digital Council to deliver more services on-line and achieve an increase in the uptake of digital services
- Leading the delivery of Localism through the Area Committees, Local Partnerships and Participatory Budgeting
- Supporting Services in implementing change through effective workforce planning, deployment of technology, programme and project management, business change and professional support and advice

2.7 The Corporate Development Service comprises of the following Services:

People & Transformation

- Programme management of four transformation projects [within the Transformation Savings Programme]. These are Digital First, Mobile Service Delivery, Managing Information and the Transport Programme;
- Transformation Savings Programme - programme management and assurance;
- Strategic support and advice to senior managers and Members relating to workforce and people management, learning & development and occupational health, safety and wellbeing (OHSW). This includes:
 - Effective management of organisational change;
 - Policies, procedures and workforce planning;
 - Delivery of corporate training and development in support of organisational development and change programmes;

Digital Transformation

- Management of all ICT services, including Corporate and Curriculum ICT and major ICT contracts including with Fujitsu (Managed ICT Service) and Vodafone (Wide Area Network);
- Information Management and Security;
- Delivery of major ICT Procurements, including the re-provision of ICT Services and Wide Area Network via the national SWAN procurement;
- Management of Customer Services which includes the Registration Service, Digital Services, Service Points and the Service Centre;
- Leadership and management of the Pathfinder North Shared Services Partnership, comprised of 6 local authorities and the private sector, to ensure delivery of high-speed broadband services to council premises across the North of Scotland.

Corporate Governance

- Legal Services to Members and senior officers across all services to support delivery of major Council projects, purchase, sale and leasing of land and buildings, representation in courts and tribunals and other legislative issues;
- Legal support and advice to Monitoring Officer;

- Professional advice and clerk services for planning committees, planning review body, licensing committee and licensing board;
- Management of the licensing function including non-liquor and civic government, private landlord registration, liquor licensing and gambling;
- Management of trading standards;
- Management of all elections, referenda and ballots including associated aspects of election planning such as polling place reviews.
- Management of administration and support to meetings of the Council and its Committees, Boards and Working Groups;
- Provision of Company Secretarial service to the Council's Arm's Length Companies and administering the Children's Hearings Area Support Team;
- Gate Keeper and support for the Council in relation to the Regulation of Investigatory Powers (Scotland) Act;

Ward Management

- Ward Management for all Council Wards;
- Management of administration and support for Area Committees;
- Support for the delivery of Localism including new Local Partnerships and Participatory Budgeting;
- Management of administration and support for Common Good Funds;
- Support in the event of emergencies, in line with the Council's Emergency Plan;

2.8 **Appendix 1** shows the organisational chart for the Corporate Development Service.

3. Resources

Stòrasan

3.1 The Corporate Development Service has a total budget of £16.257M and employs 211FTE staff. The Corporate Development Service's Revenue Budget for the period 1 April 2016 to 31 March 2017 is allocated as follows. Note that the budget for Ward Management remains within the Chief Executives' Office budget:

Revenue Budget

Financial Year	Net Revenue Budget (£m)
2016/17	£16,257

Breakdown of 2016/17 Budget by Section

2016/17	
Section	Net Budget (£m)
Depute Chief Executive	(2,253)
Corporate Improvement Team	544
Corporate Governance:	
Legal Services	328
Licensing	(767)
Democratic Services	633
Trading Standards	634
Elections	105
Digital Transformation:	
ICT Services	13,158
Customer Services	2,159
People & Performance	
HR Services	878
Workforce Planning, Learning & Development	241
Health, Safety & Wellbeing	597
Total Corporate Development Service	16,257

By Staff and Other Costs

2016/17	
Section	Budget (£m)
Staff costs	7,782
Other costs	13,843
Gross Expenditure	21,625
Grants	
Other income	(5,368)
Total Income	(5,368)
Net budget	16,257

3.2 The 2016/17 budget includes service efficiency savings for Corporate Development as follows:

Saving Measures	Description	2016/17 £m
Contract Savings	Re-procurement of mobile/landline telephony and SWAN savings	0.300
Staffing Reductions	Reductions in staffing across all services including management posts	0.523
ICT Contract	Reduction in costs targeted from new ICT Contract due to be awarded in July 2016 with commencement of service delivery from early 2017. Savings will be achieved by moving to new managed print service early	0.250
Performance (now moved into Finance Service)	25% reduction in Performance Team	0.040

3.14 The Service's capital budget is detailed below for the period 2016-2017.

Capital Budget - Projects	Net Budget (£m)
Unified Communications	0.743
SWAN	0.713
ICT Re-Provision	9.600
Digital Outreach	5.000
Service Point Improvements	0.055
Total	16.111

4. Programme of the Highland Council, Statutory and Corporate Governance priorities including the Single Outcome Agreement *Prògram Comhairle na Gàidhealtachd, Feumalachdan is Prìomhachasan Gnothachais Eile*

4.1 The Programme of the Highland Council

“Highland First”, the Programme of the Highland Council sets out four main themes which focus on working together, these are:

- *Community Led Highland*
- *Well Served Highland*
- *A Fairer Highland*
- *Inverness City Region*

Against the themes there are a total of 72 commitments of which the Corporate Development Service has a lead or support role for 5 commitments.

4.2 The Highland Single Outcome Agreement

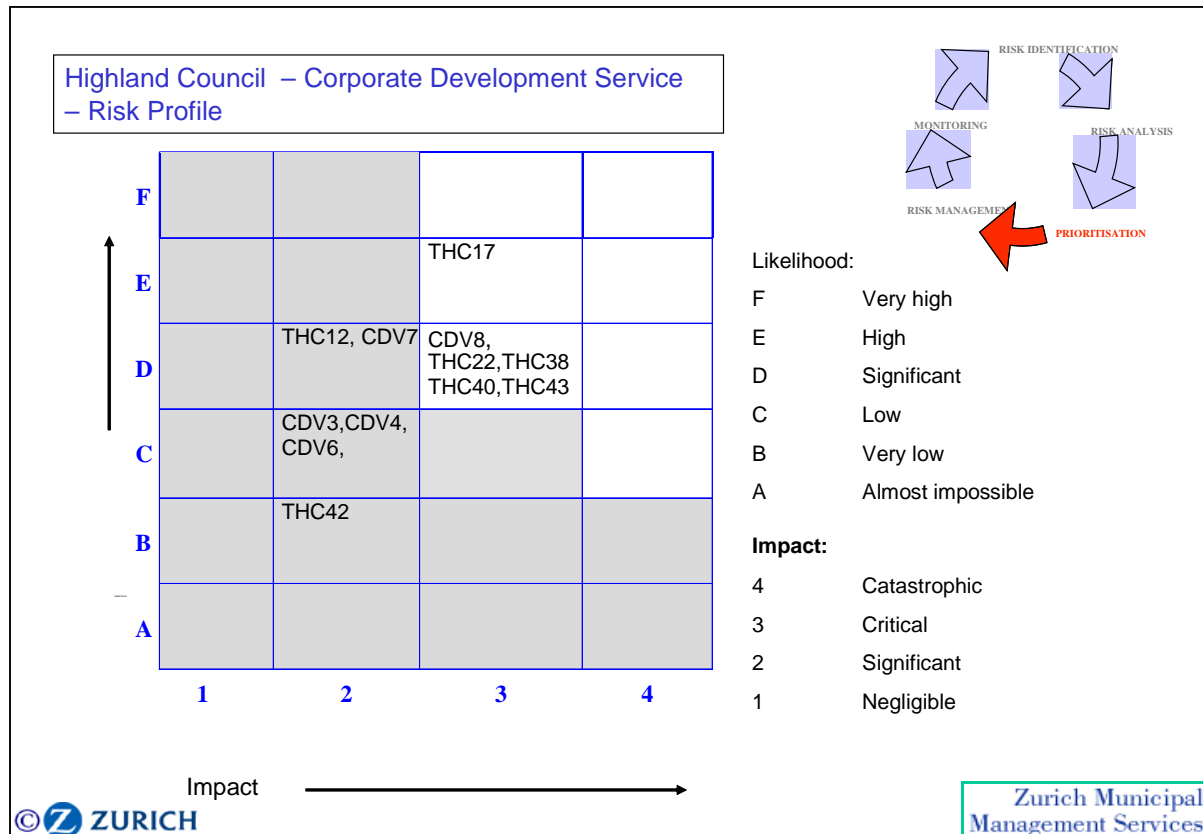
The Corporate Development Service contributes to the development of the Single Outcome Agreement and takes the lead in performance management of the agreement. The third Single Outcome Agreement reflects the 6 national priorities and 16 national outcomes and was approved by Council in June 2013. The Community Empowerment Act has resulted in a new partnership approach to community planning with shared responsibility between the main public bodies for a Local Outcome Improvement Plan (LOIP) and the Service Plan may need to respond to changing priorities as the plan develops over 2016/17 into 2017/18.

5. Risks

Cunnartan

5.1 The Council uses the Zurich Risk Methodology to identify and manage risks. The relative importance of specific risks is judged against the Council's risk appetite and those risks that are deemed to exist above that appetite are shown in the table below. These "above the line" risks cover both corporate and service risks. Where a risk is shown there will be a corresponding objective and action that helps us manage that risk.

Risk Appetite



Risk Number	Risk Rating	Short Name
THC17	3E	New ways of working and changing service delivery
THC22	3D	Information Management and security
THC38	3D	ICT re-provisioning
THC40	3D	Workforce Planning
THC43	3D	Swan Contract
CDV8	3D	Elections Management

5.2 All identified risks are monitored through Quarterly Performance Review (QPR) meetings and performance is managed through the electronic performance and risk management system (PRMS).

6. Service Priorities
Prìomhachasan Seirbheis

6a Programme Commitments

COMMUNITY LED HIGHLAND		
Service I.D.	1.1	
Programme Commitment:	The Council will work with the Scottish and UK Governments to improve Public Access Wi- Fi across Highland communities	
Council Programme Ref:	1.14	
Lead Officer:	Head of Digital Transformation	
Resource:		
Key Performance Results:	Ongoing programme to review and increase where possible the number of locations/council premises with public access wi-fi	
Risk:		
Enabling Actions		Review Date:
DCE	The Council commits to improving public Wi-Fi access in its public buildings (cp)	31/03/17 & annually

WELL SERVED HIGHLAND		
Service I.D.	2.1	
Programme Commitment:	We will help to sustain our communities by ensuring our workforce has a strong presence across the Highlands We will further implement our mobile and flexible working policies; expand the use of video and telephone conferencing, together with the development of Mobile Service Delivery. We will plan, monitor and review this on a regular basis We will continue to support and develop our workforce and we will do all we can to avoid compulsory redundancies	
Council Programme Ref:	2.15	
Lead Officer:	Head of People & Transformation	
Resource:		
Key Performance Results:	% Jobs located out with Headquarters (cp)	
Risk:		
Enabling Actions		Review Date:
HPT	Annual monitoring report on numbers redeployed, number of early retirals, posts deleted for efficiencies, number of redundancies (cp)	31/03/17 & annually
HPT	Complete implementation of unified communications project including video conferencing (cp)	31/03/17 & on-going
HPT	Implement the Mobile Service Delivery project and achieve targets set to March 2017 (cp)	31/03/17

WELL SERVED HIGHLAND		
Service I.D.	2.2	
Programme Commitment:	<p>Where we can, we will create cohesive Highland and local workforce plans with other partner organisations We will work with partners to develop training and apprenticeships with a particular focus on areas of skills shortages. With our partners, we will also seek to attract young people and families to the Highlands, to broaden the economic potential of the Highlands and enrich our communities</p>	
Council Programme Ref:	2.31	
Lead Officer:	Head of People and Transformation	
Resource:		
Key Performance Results:	Number of apprenticeships created within the council and within partner organisations	
Risk:		
Enabling Actions		Review Date:
DCE	Identify skills gaps across CPP partners in Highland and develop and action plan to address them. (cp)	31/03/17 & annually
DCE	Initiative pilots for local Workforce Planning (WFP) at District Partnership Level or below. (cp)	31/03/17 & annually

WELL SERVED HIGHLAND		
Service I.D.	2.3	
Programme Commitment:	<p>We will work towards achieving Highland's ambition to provide effective broadband and mobile (3G & 4G) coverage for all We will work with our partners to develop a joint action plan in order to define and deliver solutions of broadband and mobile technology to the most difficult to reach areas of the Highlands</p> <p>Alongside improved connectivity, we will strive to achieve a digital dividend for the Highlands by working with partners to ensure digital inclusion for all. We will also promote and encourage innovative exploitation of the technology by the businesses and communities</p>	
Council Programme Ref:	2.35	
Lead Officer:	Depute Chief Executive	
Resource:	Linked to City Region Deal – Connectivity Project	
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HDT	Deliver the Digital Inclusion Initiative with Citizens Online, SCVO and HIE. (cp)	31/03/17 & annually
DCE	Deliver the Digital First Programme and achieve at least 40% of Council services online by March 2017 (cp)	31/03/17

A FAIRER HIGHLAND

Service I.D.	3.1	
Programme Commitment:	The Council will continue to work towards achieving the equality outcomes set out in the Fairer Highland Plan and will promote equality of opportunity in all its work	
Council Programme Ref:	3.47	
Lead Officer:	Head of People & Transformation	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> number of the highest paid 5% of earners among council employees that are women (cp) Gender Pay Gap % difference All Employees (FT, PT & combined) (cp) Gender Pay Gap % difference No Teaching Employees (FT, PT & combined) (cp) Gender Pay Gap % difference Teaching Employees (FT, PT & combined) (cp) Gender Pay Gap % difference SJC Employees (FT, PT & combined) (cp) 	
Risk:		
Enabling Actions		Review Date:
HPT	Revised equal pay statement and report with race & disability included in 2017 (cp)	31/06/17 & annually
HDT	Council website will maintain high levels of accessibility to a minimum of WAI AA standards and work towards AAA standards. (cp)	31/03/17 & annually

COMMUNITY LED HIGHLAND

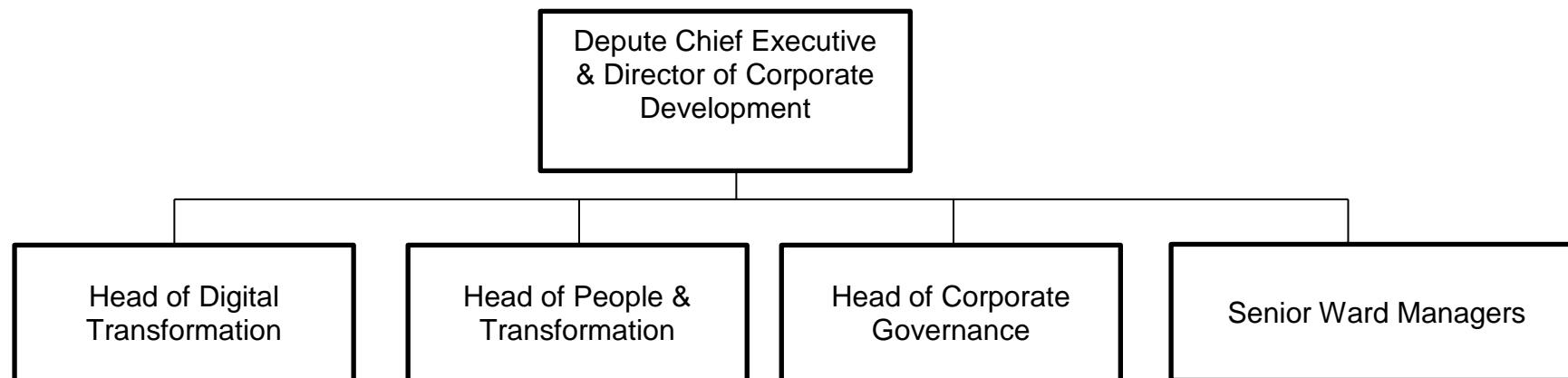
Service I.D.	4.1	
Programme Commitment:	Business Vibrancy - We will encourage new businesses to locate in the city centre, notably in creative industries and information technology. We will also progress the development of the Victorian Market as a major attraction	
Council Programme Ref:	4.68	
Lead Officer:	Inverness City Manager	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
ICM	Victorian Market – Academy Street Entrance refurbishment [On hold pending Stakeholder Group decision]	31/12/2016 & on-going
ICM	Victorian Market – Management proposals will be reported to the Committee in December 2015	Completed

6b – Service Operational Priorities

Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline target	or &
Creating the Capacity for Change & Transformation				
2.1	Continue to deliver professional services and the infrastructure which supports service delivery and change e.g. ICT delivery, legal and democratic services, people management, business change etc.	DCE/All HoS	On-going	
2.2	Deliver senior leadership and management development programmes to support transformation and re-design of the Council.	DCE/HPT	31/03/17	
2.3	Achieve Healthy Working Lives Gold Award	HPT	31/03/17	
2.4	Deliver improved workforce planning and the development of Service learning and development plans, to support re-design and business change.	HPT	31/03/17	
2.5	Deliver recruitment and talent management services that meet the future needs of the Council.	HPT	31/12/16	
2.6	Improve Attendance Management to achieve increased productivity and a reduction in absence rates/cost of absence, by working with Service Managers.	HPT	31/03/17	
Driving Change & Transformation				
2.7	Continue to support delivery of the Transformation and Savings Programme.	DCE/HPT/All Hos	31/03/17	
2.8	Deliver transformation projects allocated to Corporate Development Service including Digital First, Absence Management and Mobile Service Delivery.	DCE/HPT/All HoS	31/03/17	
2.9	Deliver new video conferencing solution to improve reliability and usage at HQ and Area Offices, including a desktop solution.	HPT	31/03/17	
2.10	Increase income generation across the Council through taking a lead on commercial activity to reduce costs and increase revenues.	HoP&T	31/03/17	
2.11	Continue to transform Customer Services to increase Digital Service Delivery and uptake, using the website and other digital channels.	HDT	31/03/17	
2.12	Complete ICT Re-provision and transition of service to new contracts/suppliers.	HDT	31/03/17	
2.13	Complete migration to Scottish Wide Area Network (SWAN) in order to deliver cost reductions and improve service delivery across corporate and schools estate.	HDT	31/03/17	
2.14	Complete redesign and refresh of Local Area	HDT	31/03/17	&

	and Wi-Fi Local Council ICT Networks across corporate and curriculum premises.		ongoing
2.15	Plan, arrange and deliver accurate results for the Highland Council elections and Council by elections	HCG	31/05/17
2.16	Preparation for the new Council in May 2017 including review of induction training offered and support for the move to 'paper light' meetings	DCE	31/05/17
Delivering Localism			
2.17	Localism - Develop, lead on, support and enable an effective framework within which communities can deliver their aspirations under the Community Empowerment Act (2015).	Ward Management Team	31/03/17 & ongoing
2.18	Local Committees – ensure the effective operation of Local Committees enabling the provision of advice and assistance to Councillors in the exercise of their duties. Supporting development of wide-ranging agenda items in collaboration with Services and Community Partners.	Ward Management Team	31/03/17 & ongoing
2.19	Community Partnerships – ensuring that the Council supports and, where appropriate, leads on the establishment and development of the new Local Partnerships.	Ward Management Team	31/03/17 & ongoing

Appendix 1. Organisational Structure
Pàipear-taice 1 Structair Eagarachail



- ICT Services
- Digital & Web Services
- Customer Services
- Information & Records Management
- Pathfinder North: Shared Services Partnership

- HR Services
- Workforce Planning, Learning & Development
- Health, Safety & Well-Being
- Business Transformation & Change

- Legal Services
- Licensing
- Committee Services
- Election Management
- Joint Area Support Team – for Children’s Panel
- Support for ALEOs

- Ward Management
- Area Committees
- Local Partnerships/Community Empowerment
- Common Good Funds

